

#### **Use of Non-GAAP Financial Measures**

In addition to the financial measures prepared in accordance with generally accepted accounting principles (GAAP), we use certain non-GAAP financial measures such as organic revenue growth, which is reported revenue growth, which is reported revenue growth including the impact of PPD revenue (as applicable), excluding the impacts of COVID-19 testing revenue, and excluding the impacts of acquisitions/divestitures other than PPD and currency translation, as well as Core revenue, which is reported revenue plus pre-acquisition PPD revenue (as applicable), less COVID-19 testing revenue. We calculate period-to-period Core organic revenue growth by adding to the baseline period PPD's pre-acquisition revenues from such period (as applicable). We report these measures because Thermo Fisher management believes that in order to understand the company's short-term and long-term financial trends, investors may wish to consider the impact of acquisitions/divestitures, foreign currency translation and/or COVID-19 testing on revenues. In particular, given PPD's significance relative to our existing businesses, management believes it is appropriate to also present information on a basis that includes PPD pre-acquisition revenues (as applicable) in order to demonstrate the impact PPD has on our current growth profile. Core revenue and Core organic revenue growth amounts are not indicative of the combined results of operations that would have been realized had the PPD acquisition occurred on January 1, 2021. Thermo Fisher management uses these measures to forecast and evaluate the operational performance of the company as well as to compare revenues of current periods to prior periods.

We report adjusted gross margin, adjusted SG&A expense, adjusted EBITDA, adjusted operating income, adjusted operating income margin, adjusted other expense/income, adjusted tax rate, adjusted net income, and adjusted EPS. We believe that the use of these non-GAAP financial measures, in addition to GAAP financial measures, helps investors to gain a better understanding of our core operating results and future prospects, consistent with how management measures and forecasts the company's core operating performance, especially when comparing such results to previous periods, forecasts, and to the performance of our competitors. Such measures are also used by management in their financial and operating decision-making and for compensation purposes. To calculate these measures we exclude, as applicable:

- Certain acquisition-related costs, including charges for the sale of inventories revalued at the date of acquisition, significant transaction/acquisition-related costs, including charges in estimates of contingent acquisition-related costs.
- Costs/income associated with restructuring activities and large-scale abandonments of product lines, such as reducing overhead and consolidating facilities. We exclude these costs because we believe that the costs related to restructuring activities are not indicative of our normal operating costs.
- Equity in earnings/losses of unconsolidated entities; impairments of long-lived assets; and certain other gains and losses that are either isolated or cannot be expected to occur again with any predictability, including gains/ losses on investments, the sale of businesses, product lines, and real estate, significant litigation-related matters, curtailments/settlements of pension plans, and the early retirement of debt. We exclude these items because they are outside of our normal operations and/or, in certain cases, are difficult to forecast accurately for future periods.
- The depreciation of property, plant and equipment. Exclusion of depreciation expense allows comparisons of operating results that are consistent over time for both our capital intensive and other businesses.
- The expense associated with the amortization of acquisition-related intangible assets because a significant portion of the purchase price for acquisitions may be allocated to intangible assets that have lives of up to 20 years. Exclusion of the amortization expense allows comparisons of operating results that are consistent over time for both our newly acquired and long-held businesses and with both acquisitive and non-acquisitive peer companies.
- The noncontrolling interest and tax impacts of the above items and the impact of significant tax audits or events (such as changes in deferred taxes from enacted tax rate/law changes), the latter of which we exclude because they are outside of our normal operations and difficult to forecast accurately for future periods.

We report free cash flow, which is operating cash flow excluding net capital expenditures, to provide a view of the continuing operations' ability to generate cash for use in acquisitions and other investing and financing activities. The company also uses this measure as an indication of the strength of the company. Free cash flow is not a measure of cash available for discretionary expenditures since we have certain non-discretionary obligations such as debt service that are not deducted from the measure.

We define net debt as total debt less cash and cash equivalents. We believe net debt is meaningful to investors as the company considers net debt and its components to be important indicators of liquidity and financial position.

We define adjusted ROIC as trailing twelve months' adjusted net income excluding net interest expense, net of tax benefit therefrom, divided by trailing five quarters' average invested capital, which is equity plus short-term and long-term debt and net liabilities of discontinued operations less cash, cash equivalents, short-term investments, and equity method investments. We define adjusted ROE as trailing twelve months' adjusted net income excluding interest expense, net of tax benefit therefrom, divided by trailing five quarters' average equity. We believe these measures are meaningful to investors as they focus on shareholder value creation.

Thermo Fisher Scientific does not provide GAAP financial measures on a forward-looking basis because we are unable to predict with reasonable certainty and without unreasonable effort items such as the timing and amount of future restructuring actions and acquisition-related charges as well as gains or losses from sales of real estate and businesses, the early retirement of debt and the outcome of legal proceedings. The timing and amount of these items are uncertain and could be material to Thermo Fisher Scientific's results computed in accordance with GAAP.

The non-GAAP financial measures of Thermo Fisher Scientific's results of operations and cash flows included herein are not meant to be considered superior to or a substitute for Thermo Fisher Scientific's results of operations prepared in accordance with GAAP. Reconciliations of such non-GAAP financial measures to the most directly comparable GAAP financial measures are set forth in the accompanying tables.



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### Annual Reconciliation of Adjusted P&L

(Dollars in millions except EPS)	2020		2021		2022		2023	
GAAP consolidated revenues	\$32,218	1	\$39,211		\$44,915	i	\$42,857	7
Revenue growth	26%		22%		15%		-5%	
Impact of acquisitions	0%		3%		18%		1%	
Impact of currency translation	1%		2%		-3%		0%	
Organic revenue growth**	25%		17%		0%		-5%	
	<b>\$</b>	%	\$	%	\$	%	\$	%
GAAP gross margin	16,004	49.7%	19,638	50.1%	18,971	42.2%	17,100	39.9%
Cost of revenues adjustments (a)	6	0.0%	8	0.0%	46	0.1%	95	0.2%
Amortization of acquisition-related intangible assets	501	1.5%	596	1.5%	529	1.2%	462	1.1%
Adjusted gross margin	16,511	51.2%	20,242	51.6%	19,546	43.5%	17,657	41.2%
GAAP SG&A expense	6,930	21.5%	8,007	20.4%	8,993	20.0%	8,445	19.7%
Selling, general and administrative expenses adjustments (b)	10	0.0%	(144)	-0.4%	(37)	-0.1%	(59)	-0.1%
Amortization of acquisition-related intangible assets	(1,166)	-3.6%	(1,165)	-2.9%	(1,866)	-4.1%	(1,876)	-4.4%
Adjusted SG&A expense	5,774	17.9%	6,698	17.1%	7,090	15.8%	6,510	15.2%
GAAP R&D expense	1,181	3.7%	1,406	3.6%	1,471	3.3%	1,337	3.1%
GAAP operating income	7,794	24.2%	10,028	25.6%	8,393	18.7%	6,859	16.0%
Cost of revenues adjustments (a)	6	0.0%	8	0.0%	46	0.1%	95	0.2%
Selling, general and administrative expenses adjustments (b)	(10)	0.0%	144	0.4%	37	0.1%	59	0.1%
Restructuring and other costs (c)	99	0.3%	197	0.5%	114	0.3%	459	1.1%
Amortization of acquisition-related intangible assets	1,667	5.2%	1,761	4.5%	2,395	5.3%	2,338	5.5%
Adjusted operating income	9,556	29.7%	12,138	31.0%	10,985	24.5%	9,810	22.9%

<sup>\*\*</sup> Results may not sum due to rounding.

(Annual P&L Reconciliation continued on the next page)

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in 2023 and 2022, charges for inventory write-downs associated with large-scale abandonment of product lines; and in 2023, accelerated depreciation on manufacturing assets to be abandoned due to facility consolidations.

<sup>(</sup>b) Adjusted results exclude certain third-party expense, principally transaction/integration costs (including reimbursements thereof) related to recent/terminated acquisitions; charges/credits for changes in estimates of contingent acquisition consideration; and charges associated with product liability lititioation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and losses on litigation-related matters; gains on the sale of businesses, product lines and property; charges/credits for environmental-related matters; in 2021, charges for compensation due to employees of acquired businesses at the date of acquisition; in 2022, a gain on the sale of intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition; in 2022, a gain on the sale of intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition intellectual property; and in 2023, contract termination costs as a contract termination costs as



### **Annual Reconciliation of Adjusted P&L**

(Dollars in millions except EPS)	2020		2021		2022		2023	
	\$	%	\$	%	\$	%	\$	%
GAAP tax provision	850	11.8%	1,109	12.5%	703	9.0%	284	4.5%
Tax effect of adjusted items (e)	449	2.5%	593	2.1%	672	4.0%	645	5.5%
Adjusted tax provision	1,299	14.3%	1,702	14.6%	1,375	13.0%	929	10.0%
GAAP other income/(expense)	(76)		(694)		(104)		(65)	
Adjustments (d)	(121)	_	(732)	_	(117)	_	(50)	
Adjusted other income/(expense)	45	_	38	_	13	_	(15)	
GAAP net income attributable to Thermo Fisher Scientific Inc.	6,375		7,725		6,950		5,995	
Cost of revenues adjustments (a)	6		8		46		95	
Selling, general and administrative expenses adjustments (b)	(10)		144		37		59	
Restructuring and other costs (c)	99		197		114		459	
Amortization of acquisition-related intangible assets	1,667		1,761		2,395		2,338	
Other income/expense adjustments (d)	121		732		117		50	
Provision for income taxes adjustments (e)	(449)		(593)		(672)		(645)	
Equity in earnings/losses of unconsolidated entities	3		4		172		59	
Noncontrolling interests adjustments (f)	<u> </u>	_	<u> </u>	_	<u> </u>	_	(46)	
Adjusted net income	7,812	_	9,978	_	9,159	_	8,364	
GAAP diluted EPS attributable to Thermo Fisher Scientific Inc.	15.96		19.46		17.63		15.45	
GAAP diluted EPS growth		74%		22%		-9%		-12%
Cost of revenues adjustments (a)	0.01		0.02		0.12		0.24	
Selling, general and administrative expenses adjustments (b)	(0.02)		0.36		0.09		0.15	
Restructuring and other costs (c)	0.25		0.50		0.29		1.18	
Amortization of acquisition-related intangible assets	4.17		4.43		6.07		6.03	
Other income/expense adjustments (d)	0.30		1.84		0.30		0.13	
Provision for income taxes adjustments (e)	(1.12)		(1.49)		(1.70)		(1.66)	
Equity in earnings/losses of unconsolidated entities	0.01		0.01		0.44		0.15	
Noncontrolling interests adjustments (f)	0.00		0.00		0.00		(0.12)	
Adjusted EPS	19.56	_	25.13	_	23.24	_	21.55	
Adjusted EPS growth		<b>58%</b>		28%		-8%		-7%

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in 2023 and 2022, charges for inventory write-downs associated with large-scale abandonment of product lines; and in 2023, accelerated depreciation on manufacturing assets to be abandoned due to facility consolidations.

<sup>(</sup>b) Adjusted results exclude certain third-party expense, principally transaction/integration costs (including reimbursements thereof) related to recent/terminated acquisitions; charges/credits for changes in estimates of contingent acquisition consideration; and charges associated with product liability litigation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and losses on litigation-related matters; gains on the sale of businesses, product lines and property; charges/credits for environmental-related matters; in 2021, charges for compensation due to employees of acquired businesses at the date of acquisition; in 2022, a gain on the sale of intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition litigation and other matters, and gains on the sale of real estate.

<sup>(</sup>d) Adjusted results exclude net gains/losses on investments; in 2021 and 2022, losses on the extinguishment of debt; in 2020, net settlement/curtailment gains/losses for pension plans and charges related to terminated interest rate swaps; in 2020 and 2021, costs to obtain short-term financing commitments related to recent/terminated acquisitions; and in 2022, net gains on derivative instruments to address certain foreign currency risks.

<sup>(</sup>e) Adjusted results exclude incremental tax impacts for the reconciling items between GAAP and adjusted net income; incremental tax impacts as a result of tax rate/law changes; the tax impacts from audit settlements; in 2022, the impact of deferred tax realizability assessments as a result of audit settlements; and in 2023 charges for preacquisition matters.

<sup>(</sup>f) Adjusted results exclude the incremental impacts for the reconciling items between GAAP and adjusted net income attributable to noncontrolling interests.



### **Annual Reconciliation of Adjusted EBITDA**

(Dollars in millions)	2020	2021	2022	2023
GAAP net income attributable to Thermo Fisher Scientific Inc.	\$ 6,375	\$ 7,725	\$ 6,950	\$ 5,995
Interest income	(65)	(43)	(272)	(879)
Interest expense	553	536	726	1,375
Other income/expense	76	694	104	65
Provision for income taxes	850	1,109	703	284
Depreciation	658	831	986	1,068
Cost of revenues adjustments (a)	6	8	46	95
Selling, general and administrative expenses adjustments (b)	(10)	144	37	59
Restructuring and other costs (c)	99	197	114	459
Amortization of acquisition-related intangible assets	1,667	1,761	2,395	2,338
Equity in earnings/losses of unconsolidated entities	3	4	172	59
Net income/losses attributable to noncontrolling interests and redeemable noncontrolling interest	2	3	10	(40)
Adjusted EBITDA	10,214	12,969	11,971	10,878

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in 2023 and 2022, charges for inventory write-downs associated with large-scale abandonment of product lines; and in 2023, accelerated depreciation on manufacturing assets to be abandoned due to facility consolidations.

<sup>(</sup>b) Adjusted results exclude certain third-party expense, principally transaction/integration costs (including reimbursements thereof) related to recent/terminated acquisitions; charges/credits for changes in estimates of contingent acquisition consideration; and charges associated with product liability litigation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and losses on litigation-related matters; gains on the sale of businesses, product lines and property; charges/credits for environmental-related matters; in 2021, charges for compensation due to employees of acquired businesses at the date of acquisition; in 2022, a gain on the sale of intellectual property; and in 2023, contract termination costs associated with facility closures, charges for pre-acquisition litigation and other matters, and gains on the sale of real estate.



### Quarterly Reconciliation of Adjusted P&L and Free Cash Flow

(Dollars in millions except EPS)	Q1-22		Q2-22		Q3-22	<u> </u>	Q4-22		Q1-23		Q2-23		Q3-23	3	Q4-23	3
Revenue																
Life Sciences Solutions Segment	\$4,23	I	\$3,292	2	\$2,962	2	\$3,046	3	\$2,612	2	\$2,463	3	\$2,433	3	\$2,46	69
Analytical Instruments Segment	1,518		1,607		1,621		1,878		1,723		1,749		1,754		2,037	7
Specialty Diagnostics Segment	1,482		1,101		1,065		1,115		1,108		1,109		1,083	3	1,10	5
Laboratory Products and Biopharma Services Segment	5,442		5,537		5,585		5,947		5,763		5,831		5,728	3	5,719	9
Eliminations	(855)		(567)		(556)		(536)		(496)		(465)		(424)	)	(444	·)
Total revenue	11,818	3	10,970	)	10,67	7	11,450	)	10,710	)	10,68	7	10,574	4	10,88	36
Reported revenue growth	19%		18%		14%		7%		-9%		-3%		-1%		-5%	5
Impact of acquisitions	18%		19%		20%		14%		1%		1%		1%		1%	
Impact of currency translation	-2%		-4%		-5%		-4%		-2%		0%		1%		1%	
Organic revenue growth **	3%		3%		-1%		-3%		-8%		-3%		-3%		-7%	5
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GAAP gross margin	5,464	46.2%	4,599	41.9%	4,302	40.3%	4,606	40.2%	4,140	38.7%	4,251	39.8%	4,316	40.8%	4,393	40.4%
Cost of revenues adjustments (a)	11	0.1%	8	0.1%	22	0.2%	5	0.0%	41	0.4%	18	0.2%	14	0.1%	22	0.2%
Amortization of acquisition-related intangible assets	140	1.2%	131	1.2%	129	1.2%	129	1.2%	133	1.2%	113	1.0%	113	1.1%	103	0.9%
Adjusted gross margin	5,615	47.5%	4,738	43.2%	4,453	41.7%	4,740	41.4%	4,314	40.3%	4,382	41.0%	4,443	42.0%	4,518	41.5%
GAAP SG&A expense	2,277	19.3%	2,209	20.1%	2,208	20.7%	2,299	20.1%	2,119	19.8%	2,145	20.1%	2,049	19.4%	2,132	19.6%
Selling, general and administrative expenses adjustments (b)	(7)	0.0%	28	0.3%	(11)	-0.1%	(47)	-0.4%	(8)	-0.1%	(6)	-0.1%	(14)	-0.1%	(31)	-0.3%
Amortization of acquisition-related intangible assets	(469)	-4.1%	(469)	-4.3%	(465)	-4.4%	(463)	-4.1%	(473)	-4.4%	(472)	-4.4%	(471)	-4.5%	(460)	-4.2%
Adjusted SG&A expense	1,801	15.2%	1,768	16.1%	1,732	16.2%	1,789	15.6%	1,638	15.3%	1,667	15.6%	1,564	14.8%	1,641	15.1%
GAAP R&D expense	364	3.1%	365	3.3%	351	3.3%	391	3.4%	346	3.2%	345	3.2%	319	3.0%	327	3.0%
GAAP operating income	2,821	23.9%	2,001	18.2%	1,710	16.0%	1,861	16.3%	1,563	14.6%	1,578	14.8%	1,864	17.6%	1,854	17.0%
Cost of revenues adjustments (a)	11	0.1%	8	0.1%	22	0.2%	5	0.0%	41	0.4%	18	0.2%	14	0.1%	22	0.2%
Selling, general and administrative expenses adjustments (b)	7	0.0%	(28)	-0.3%	11	0.1%	47	0.4%	8	0.1%	6	0.1%	14	0.1%	31	0.3%
Restructuring and other costs (c)	2	0.0%	24	0.2%	33	0.3%	55	0.5%	112	1.0%	183	1.7%	84	0.8%	80	0.7%
Amortization of acquisition-related intangible assets	609	5.2%	600	5.5%	594	5.6%	592	5.2%	606	5.7%	585	5.4%	584	5.6%	563	5.2%
Adjusted operating income	3,450	29.2%	2,605	23.7%	2,370	22.2%	2,560	22.4%	2,330	21.8%	2,370	22.2%	2,560	24.2%	2,550	23.4%

<sup>\*\*</sup> Results may not sum due to rounding.

(Quarterly P&L Reconciliation continued on the next page)

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in Q3 2022, Q4 2022, Q1 2023, charges for inventory write-downs associated with large-scale abandonment of product lines; and in Q2 2023, accelerated depreciation on on manufacturing assets to be abandoned due to facility consolidations.

<sup>(</sup>b) Adjusted results exclude certain third-party expenses, principally transaction/integration costs related to recent acquisitions; charges/credits for changes in estimates of contingent acquisition consideration; and in Q3 2022, Q4 2022, Q3 2023 and Q4 2023, charges associated with product liability litigation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and losses on litigation-related matters; gains on the sale of intellectual property; in Q1 2023, net charges for pre-acquisition litigation and other matters; in Q2 2023, contract termination costs associated with facility closures; and in Q3 2023 and Q4 2023, gains on the sale of real estate.



### Quarterly Reconciliation of Adjusted P&L and Free Cash Flow

(Dollars in millions except EPS)	Q1-22		Q2-22		Q3-22		Q4-22		Q1-2	3	Q2-23		Q3-23		Q4-23	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
GAAP tax provision	301	11.9%	198	10.4%	31	1.9%	173	9.7%	46	3.4%	52	3.6%	53	3.0%	133	7.7%
Tax effect of adjusted items (e)	169	2.2%	127	2.6%	238	9.9%	138	3.1%	171	6.6%	171	6.4%	192	7.0%	111	2.3%
Adjusted tax provision	470	14.1%	325	13.0%	269	11.8%	311	12.8%	217	10.0%	223	10.0%	245	10.0%	244	10.0%
GAAP other income/(expense)	(163)		28		(4)		35		(46)		_		14		(33)	
Adjustments (d)	(167)		18		(14)		46		(46)		1		9		(14)	
Adjusted other income/(expense)	4		10		10		(11)				(1)		5		(19)	
GAAP net income attributable to Thermo Fisher Scientific Inc.	2,215		1,664		1,495		1,576		1,289		1,361		1,715		1,630	
Cost of revenues adjustments (a)	11		8		22		5		41		18		14		22	
Selling, general and administrative expenses adjustments (b)	7		(28)		11		47		8		6		14		31	
Restructuring and other costs (c)	2		24		33		55		112		183		84		80	
Amortization of acquisition-related intangible assets	609		600		594		592		606		585		584		563	
Other income/expense adjustments (d)	167		(18)		14		(46)		46		(1)		(9)		14	
Provision for income taxes adjustments (e)	(169)		(127)		(238)		(138)		(171)		(171)		(192)		(111)	
Equity in earnings/losses of unconsolidated entities	19		51		72		30		25		16		17		1	
Noncontrolling interests adjustments (f)													(19)		(27)	
Adjusted net income	2,861		2,174		2,003		2,121		1,956		1,997		2,208		2,203	
GAAP diluted EPS attributable to Thermo Fisher Scientific Inc.	5.61		4.22		3.79		4.01		3.32		3.51		4.42		4.20	
GAAP diluted EPS growth		-5%		-8%		-21%		-4%		-41%		-17%		17%		5%
Cost of revenues adjustments (a)	0.03		0.02		0.06		0.01		0.10		0.05		0.04		0.06	
Selling, general and administrative expenses adjustments (b)	0.02		(0.07)		0.03		0.12		0.02		0.01		0.03		0.08	
Restructuring and other costs (c)	0.01		0.06		0.08		0.14		0.29		0.47		0.22		0.20	
Amortization of acquisition-related intangible assets	1.54		1.52		1.50		1.50		1.56		1.51		1.50		1.45	
Other income/expense adjustments (d)	0.42		(0.05)		0.04		(0.11)		0.12		0.00		(0.02)		0.04	
Provision for income taxes adjustments (e)	(0.43)		(0.32)		(0.60)		(0.35)		(0.44)		(0.44)		(0.49)		(0.29)	
Equity in earnings/losses of unconsolidated entities	0.05		0.13		0.18		0.08		0.06		0.04		0.04		0.00	
Noncontrolling interests adjustments (f)	0.00		0.00		0.00		0.00		0.00		0.00		(0.05)		(0.07)	
Adjusted EPS	7.25		5.51		5.08		5.40		5.03		5.15		5.69		5.67	
Adjusted EPS growth		1%		2%		-12%		-17%		-31%		-7%		12%		5%
Reconciliation of free cash flow																
GAAP net cash provided by operating activities	2,202		1,528		1,937		3,487		729		1,540		2,414		3,723	
Purchases of property, plant, and equipment	(640)		(506)		(547)		(550)		(458)		(284)		(332)		(405)	
Proceeds from sale of property, plant and equipment	2		12		4		6		6		4		66		11	
Free cash flow	1,564		1,034		1,394		2,943		277		1,260		2,148		3,329	

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in Q3 2022, Q4 2022, Q1 2023 and Q2 2023, charges for inventory write-downs associated with large-scale abandonment of product lines; and in Q2 2023, Q3 2023 and Q4 2023, accelerated depreciation on on manufacturing assets to be abandoned due to facility consolidations.

(b) Adjusted results exclude certain third-party expenses, principally transaction/integration costs related to recent acquisitions; charges in estimates of contingent acquisition consideration; and in Q3 2022, Q4 2022, Q3 2023 and Q4 2023, charges associated with product liability litigation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains on the sale of businesses, product lines and property; in Q4 2022, charges for environmental-related matters and a gain on the sale of intellectual property; in Q1 2023, net charges for pre-acquisition litigation and other matters; in Q2 2023, contract termination costs associated with facility closures; and in Q3 2023 and Q4 2023, gains on the sale of real estate.

<sup>(</sup>d) Adjusted results exclude net gains/losses on investments; in Q1 2022, losses on the early extinguishment of debt; in Q3 2022 and Q4 2022, net settlement gains/losses for pension plans; and in Q4 2022, net gains on derivative instruments to address certain foreign currency risks.

<sup>(</sup>e) Adjusted results exclude the incremental tax impacts for the reconciling items between GAAP and adjusted net income; incremental tax impacts as a result of tax rate/law changes; the tax impacts from audit settlements; in Q3 2022, the impact of deferred tax realizability assessments as a result of audit settlements; and in Q4 2023, charges for pre-acquisition matters.

<sup>(</sup>f) Adjusted results exclude the incremental impacts for the reconciling items between GAAP and adjusted net income attributable to noncontrolling interests.



### **Quarterly Reconciliation of Adjusted EBITDA**

(Dollars in millions)	Q1-22		 22-22	_	23-22	 Q4-22	 21-23	 22-23	 23-23	 24-23
GAAP net income attributable to Thermo Fisher Scientific Inc.	\$	2,215	\$ 1,664	\$	1,495	\$ 1,576	\$ 1,289	\$ 1,361	\$ 1,715	\$ 1,630
Interest income		(18)	(36)		(68)	(150)	(146)	(178)	(246)	(309)
Interest expense		136	148		173	269	300	326	359	390
Other income/expense		163	(28)		4	(35)	46	0	(14)	33
Provision for income taxes		301	198		31	173	46	52	53	133
Depreciation		250	236		244	256	253	270	269	276
Cost of revenues adjustments (a)		11	8		22	5	41	18	14	22
Selling, general and administrative expenses adjustments (b)		7	(28)		11	47	8	6	14	31
Restructuring and other costs (c)		2	24		33	55	112	183	84	80
Amortization of acquisition-related intangible assets		609	600		594	592	606	585	584	563
Equity in earnings/losses of unconsolidated entities		19	51		72	30	25	16	17	1
Net income/losses attributable to noncontrolling interests and redeemable noncontrolling interest		5	4		3	(2)	3	1_	(20)	(24)
Adjusted EBITDA		3,700	2,841		2,614	2,816	2,583	2,640	2,829	2,826

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in Q3 2022, Q4 2022, Q1 2023 and Q2 2023, charges for inventory write-downs associated with large-scale abandonment of product lines; and in Q2 2023, Q3 2023 and Q4 2023, accelerated depreciation on on manufacturing assets to be abandoned due to facility consolidations.

<sup>(</sup>b) Adjusted results exclude certain third-party expenses, principally transaction/integration costs related to recent acquisitions; charges in estimates of contingent acquisition consideration; and in Q3 2022, Q4 2022, Q3 2023 and Q4 2023, charges associated with product liability litigation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and losses on litigation-related matters; gains on the sale of businesses, product lines and property; in Q4 2022, charges for environmental-related matters and a gain on the sale of intellectual property; in Q1 2023, net charges for pre-acquisition litigation and other matters; in Q2 2023, contract termination costs associated with facility closures; and in Q3 2023 and Q4 2023, gains on the sale of real extension costs associated with facility closures; and in Q3 2023 and Q4 2023, gains on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and in Q3 2023 and Q4 2023, gains on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale of intellectual property; in Q1 2023, net charges for environmental-related matters; and a gain on the sale



### Free Cash Flow, Adjusted Return on Invested Capital and Adjusted Return on Equity

(Dollars in millions)	 2020	 2021	 2022	 2023
Reconciliation of free cash flow				
GAAP net cash provided by operating activities	\$ 8,289	\$ 9,312	\$ 9,154	\$ 8,406
Purchases of property, plant, and equipment	(1,474)	(2,523)	(2,243)	(1,479)
Proceeds from sale of property, plant and equipment	8	20	24	87
Free cash flow	6,823	6,809	6,935	7,014
GAAP return on invested capital (ROIC)	14.0%	14.8%	9.9%	8.2%
Cost of revenues adjustments (a)	0.0%	0.0%	0.1%	0.1%
Selling, general and administrative expenses adjustments (b)	0.0%	0.3%	0.0%	0.1%
Restructuring and other costs (c)	0.2%	0.4%	0.2%	0.6%
Amortization of acquisition-related intangible assets	3.7%	3.3%	3.4%	3.2%
Net interest expense	0.8%	0.7%	0.5%	0.6%
Other income/expense adjustments (d)	0.3%	1.4%	0.2%	0.1%
Provision for income taxes adjustments (e)	-1.0%	-1.1%	-1.0%	-0.9%
Equity in earnings/losses of unconsolidated entities	0.0%	0.0%	0.2%	0.1%
Noncontrolling interests adjustments (f)	0.0%	0.0%	0.0%	-0.1%
Adjusted ROIC	18.0%	19.8%	13.5%	12.0%
GAAP return on equity (ROE)	20.6%	20.8%	16.4%	13.5%
Cost of revenues adjustments (a)	0.0%	0.0%	0.1%	0.2%
Selling, general and administrative expenses adjustments (b)	0.0%	0.4%	0.0%	0.1%
Restructuring and other costs (c)	0.3%	0.5%	0.3%	1.0%
Amortization of acquisition-related intangible assets	5.4%	4.7%	5.7%	5.3%
Net interest expense	1.2%	1.0%	0.8%	0.9%
Other income/expense adjustments (d)	0.4%	2.0%	0.3%	0.1%
Provision for income taxes adjustments (e)	-1.4%	-1.6%	-1.6%	-1.4%
Equity in earnings/losses of unconsolidated entities	0.0%	0.0%	0.4%	0.1%
Noncontrolling interests adjustments (f)	 0.0%	 0.0%	 0.0%	 -0.1%
Adjusted ROE	26.5%	27.8%	22.4%	19.7%

<sup>(</sup>a) Adjusted results exclude charges for the sale of inventories revalued at the date of acquisition; in 2023 and 2022, charges for inventory write-downs associated with large-scale abandonment of product lines; and in 2023, accelerated depreciation on manufacturing assets to be abandoned due to facility consolidations.

<sup>(</sup>b) Adjusted results exclude certain third-party expense, principally transaction/integration costs (including reimbursements thereof) related to recent/terminated acquisitions; charges/credits for changes in estimates of contingent acquisition consideration; and charges associated with product liability litigation.

<sup>(</sup>c) Adjusted results exclude restructuring and other costs consisting principally of severance, abandoned facility and other expenses of headcount reductions and real estate consolidation; impairments of long-lived assets; significant gains and losses on litigation-related matters; gains on the sale of businesses, product lines and property; charges/credits for environmental-related matters; in 2021, charges for compressation due to employees of acquired businesses at the date of acquisition; in 2022, a gain on the sale of intellectual property; and in 2023, contract termination costs associated with facility closures; charges for pre-acquisition litigation and other matters, and gains on the sale of real estate.

<sup>(</sup>d) Adjusted results exclude net gains/losses on investments; in 2021 and 2022, losses on the extinguishment of debt; in 2020, net settlement/curtailment gains/losses for pension plans and charges related to terminated interest rate swaps; in 2020 and 2021, costs to obtain short-term financing commitments related to recent/terminated acquisitions; and in 2022, net gains on derivative instruments to address certain foreign currency risks.

<sup>(</sup>e) Adjusted results exclude incremental tax impacts for the reconciling items between GAAP and adjusted net income; incremental tax impacts as a result of tax rate/law changes; the tax impacts from audit settlements; in 2022, the impact of deferred tax realizability assessments as a result of audit settlements; and in 2023 charges for pre-acquisition matters.

<sup>(</sup>f) Adjusted results exclude the incremental impacts for the reconciling items between GAAP and adjusted net income attributable to noncontrolling interests.



# **Reconciliation of Core Organic Revenue Growth**

	Q1-22	Q2-22	Q3-22	Q4-22	2022	Q1-23	Q2-23	Q3-23	Q4-23	2023
Revenue growth	19%	18%	14%	7%	15%	-9%	-3%	-1%	-5%	-5%
Impact of acquisitions	18%	19%	20%	14%	18%	1%	1%	1%	1%	1%
Impact of currency translation	-2%	-4%	-5%	-4%	-3%	-2%	0%	1%	1%	0%
Organic revenue growth *	3%	3%	-1%	-3%	0%	-8%	-3%	-3%	-7%	-5%
Impact of COVID-19 testing revenue	-12%	-11%	-14%	-16%	-13%	-14%	-5%	-4%	-3%	-6%
Impact of contribution of PPD to Core organic revenue growth (a)	1%	-1%	1%	1%	1%	N/A	N/A	N/A	N/A	N/A
Core organic revenue growth *	16%	13%	14%	14%	14%	6%	2%	1%	-4%	1%

<sup>\*</sup> Results may not sum due to rounding.

<sup>(</sup>a) Adjustment to include the contribution of PPD to Core organic revenue growth as though the acquisition had occurred on January 1, 2021.



# **Business Segment Information**

(Dollars in millions)	Q1-22	Q2-22	Q3-22	Q4-22	2022	Q1-23	Q2-23	Q3-23	Q4-23	2023
Life Sciences Solutions Segment					<u> </u>					
Revenues	4,231	3,292	2,962	3,046	13,532	2,612	2,463	2,433	2,469	9,977
Total revenue growth	1%	-7%	-20%	-27%	-13%	-38%	-25%	-18%	-19%	-26%
Impact of acquisitions	3%	1%	1%	1%	1%	0%	0%	0%	0%	0%
Impact of currency translation	-2%	-3%	-4%	-3%	-3%	-2%	0%	1%	1%	0%
Organic revenue growth **	-1%	-5%	-17%	-24%	-12%	-37%	-25%	-19%	-20%	-26%
Segment income	2,176	1,327	1,039	1,040	5,582	836	817	872	895	3,420
Segment income margin	51.4%	40.3%	35.1%	34.1%	41.2%	32.0%	33.2%	35.9%	36.2%	34.3%
Segment income margin expansion	-2.8 pts	-8.0 pts	-13.8 pts	-14.1 pts	-8.8 pts	-19.4 pts	-7.1 pts	+0.8 pts	+2.1 pts	-6.9 pts
Analytical Instruments Segment										
Revenues	1,518	1,607	1,621	1,878	6,624	1,723	1,749	1,754	2,037	7,263
	9%	9%	10%	9%	9%	14%	9%	8%	2, <b>037</b> 8%	10%
Total revenue growth	9% 0%	9% 0%	0%	0%	0%	0%	9% 0%	0%	0%	0%
Impact of acquisitions	-2%				-5%					
Impact of currency translation		-4%	-6%	-5%		-3%	-1%	1%	1%	-1%
Organic revenue growth **	12%	13%	16%	14%	14%	17%	10%	8%	8%	10%
Segment income	301	344	386	476	1,507	421	432	468	587	1,908
Segment income margin	19.8%	21.4%	23.8%	25.4%	22.8%	24.4%	24.7%	26.7%	28.8%	26.3%
Segment income margin expansion	+0.2 pts	+2.5 pts	+6.0 pts	+3.3 pts	+3.1 pts	+4.6 pts	+3.3 pts	+2.9 pts	+3.4 pts	+3.5 pts
Specialty Diagnostics Segment					<u> </u>					
Revenues	1,482	1,101	1,065	1,115	4,763	1,108	1,109	1,083	1,105	4,405
Total revenue growth	-8%	-11%	-22%	-23%	-16%	-25%	1%	2%	-1%	-8%
Impact of acquisitions	0%	0%	0%	0%	0%	4%	6%	6%	6%	5%
Impact of currency translation	-1%	-3%	-3%	-3%	-3%	-1%	0%	1%	1%	0%
Organic revenue growth **	-7%	-8%	-19%	-20%	-13%	-28%	-5%	-6%	-7%	-13%
Segment income	353	243	220	208	1,024	280	297	283	264	1,124
Segment income margin	23.9%	22.1%	20.6%	18.6%	21.5%	25.3%	26.7%	26.1%	23.9%	25.5%
Segment income margin expansion	-2.6 pts	+2.2 pts	-2.1 pts	-1.9 pts	-1.1 pts	+1.4 pts	+4.6 pts	+5.5 pts	+5.3 pts	+4.0 pts
Laboratory Products & Biopharma Services Segment					1					
Revenues	5,442	5,537	5,585	5,947	22,511	5,763	5,831	5,728	5,719	23,041
Total revenue growth	51%	55%	60%	42%	51%	6%	5%	3%	-4%	2%
	47%	48%	53%	35%	45%	0%	0%	0%	0%	0%
Impact of acquisitions				-4%	-3%	-1%	0%	1%	1%	0%
Impact of acquisitions Impact of currency translation	-2%	-4%	-5%	-4 70						
·		-4% 10%	-5% <b>12%</b>	11%	10%	7%	5%	1%	-5%	2%
Impact of currency translation Organic revenue growth **	-2% <b>6%</b>	10%	12%	11%	10%			1%	-5%	
Impact of currency translation	-2%					7% 793 13.8%	5% 824 14.1%			3,358 14.6%

<sup>\*\*</sup> Results may not sum due to rounding.



# **Balance Sheets and Leverage Ratios**

(Dollars in millions)	12/31/2020	12/31/2021	12/31/2022	4/1/2023	7/1/2023	9/30/2023	12/31/2023
Assets							
Current assets:							
Cash and cash equivalents	10,325	4,477	8,524	3,482	3,133	6,151	8,077
Short-term investments	_	16	_	_	2	6	3
Accounts receivable, net	5,741	7,977	8,115	7,922	8,019	8,370	8,221
Inventories	4,029	5,051	5,634	5,664	5,655	5,404	5,088
Other current assets	1,862	2,592	2,956	3,141	3,186	3,161	3,200
Total current assets	21,957	20,113	25,229	20,209	19,995	23,092	24,589
Property, plant and equipment, net	5,912	8,333	9,280	9,354	9,292	9,167	9,448
Acquisition-related intangible assets, net	12,685	20,113	17,442	17,972	17,437	17,091	16,670
Equity method investments	32	576	369	346	500	486	489
Other assets	2,425	4,064	3,638	3,637	3,608	3,638	3,510
Goodwill	26,041	41,924	41,196	43,140	43,273	43,583	44,020
Total assets	69,052	95,123	97,154	94,658	94,105	97,057	98,726
Liabilities, redeemable noncontrolling interest and equity							
Current liabilities:							
Short-term obligations and current maturities of long-term obligations	2,628	2,537	5,579	6,122	4,814	4,795	3,609
Accounts payable	2,175	2,867	3,381	2,798	2,423	2,508	2,872
Net liabilities of discontinued operations	11	12	18	17	17	16	21
Other current liabilities	5,490	8,020	8,032	6,947	6,858	6,839	7,510
Total current liabilities	10,304	13,436	17,010	15,884	14,112	14,158	14,012
Other long-term liabilities	5,124	8,377	7,087	7,206	6,884	6,946	6,564
Long-term obligations	19,107	32,333	28,909	29,135	29,194	30,489	31,308
Redeemable noncontrolling interest	_	122	116	123	113	118	118
Total equity	34,517	40,855	44,032	42,310	43,802	45,346	46,724
Total liabilities, redeemable noncontrolling interest and equity	69,052	95,123	97,154	94,658	94,105	97,057	98,726
Leverage Ratios							
Total debt / TTM EBITDA	2.1X	2.8X	2.9X	3.4X	3.4X	3.4X	3.4X
Effect of adjusted items	0.0X	-0.1X	0.0X	-0.2X	-0.2X	-0.2X	-0.2X
Total debt / adjusted TTM EBITDA	2.1X	2.7X	2.9X	3.2X	3.2X	3.2X	3.2X
Net debt / TTM EBITDA	1.1X	2.4X	2.2X	3.0X	3.1X	2.8X	2.6X
Effect of adjusted items	0.0X	-0.1X	0.0X	-0.1X	-0.2X	-0.1X	-0.1X
Net debt / adjusted TTM EBITDA	1.1X	2.3X	2.2X	2.9X	2.9X	2.7X	2.5X



## Debt

	Effective Interest Rate at	Maturity							
(Dollars in millions)	12/31/23	Date	12/31/2020	12/31/2021	12/31/2022	4/1/2023	7/1/2023	9/30/2023	12/31/2023
Short-term									
Floating Rate (SOFR + 0.35%) Senior Notes		4/18/2023	0	0	999	1,000	0	0	0
Floating Rate (SOFR + 0.39%) Senior Notes		10/18/2023	0	0	499	499	500	0	0
0.797% Senior Notes		10/18/2023	0	0	1,347	1,348	1,349	1,350	0
Floating Rate (EURIBOR + 0.20%) Senior Notes (euro denominated)		11/18/2023	0	0	1,823	1,845	1,855	1,798	0
0.000% Senior Notes (euro denominated)		11/18/2023	0	0	588	596	600	581	0
0.75% Senior Notes (euro denominated)	0.93%	9/12/2024	0	0	0	0	0	1,055	1,102
1.215% Senior Notes	1.42%	10/18/2024	0	0	0	0	0	0	2,496
Commercial paper			0	2,522	310	824	500	0	0
Other, including finance lease liabilities			2,628	15	13	10	10	11	11
Total short-term			2,628	2,537	5,579	6,122	4,814	4,795	3,609
<u>Long-term</u>									
0.75% Senior Notes (euro denominated)		9/12/2024	1,214	1,131	1,067	1,081	1,088	0	0
1.215% Senior Notes		10/18/2024	0	2,486	2,491	2,492	2,493	2,495	0
Floating Rate (SOFR + 0.53%) Senior Notes		10/18/2024	0	497	498	498	499	0	0
0.125% Senior Notes (euro denominated)	0.41%	3/1/2025	967	902	851	863	869	843	880
2.00% Senior Notes (euro denominated)	2.10%	4/15/2025	779	725	683	692	697	676	706
0.853% Senior Notes (yen denominated)	1.05%	10/20/2025	0	0	169	167	154	149	158
0.000% Senior Notes (euro denominated)	0.15%	11/18/2025	0	621	586	594	598	580	605
3.20% Senior Notes (euro denominated)	3.39%	1/21/2026	0	0	533	539	543	527	550
1.40% Senior Notes (euro denominated)	1.53%	1/23/2026	850	792	746	756	761	738	771
4.953% Senior Notes	5.19%	8/10/2026	0	0	0	0	0	596	597
5.00% Senior Notes	5.00%	12/5/2026	0	0	0	0	0	0	993
1.45% Senior Notes (euro denominated)	1.65%	3/16/2027	604	563	531	538	542	525	549
1.75% Senior Notes (euro denominated)	1.97%	4/15/2027	724	675	637	645	649	630	658
1.054% Senior Notes (yen denominated)	1.18%	10/20/2027	0	0	219	216	199	193	204
4.80% Senior Notes	5.00%	11/21/2027	0	0	595	595	595	596	596
0.50% Senior Notes (euro denominated)	0.77%	3/1/2028	965	899	848	859	865	839	876
0.77% Senior Notes (yen denominated)	0.90%	9/6/2028	0	0	0	0	0	193	204
1.375% Senior Notes (euro denominated)	1.46%	9/12/2028	729	679	639	647	652	632	660
1.75% Senior Notes	1.89%	10/15/2028	0	694	695	695	695	695	696
5.00% Senior Notes	5.00%	1/31/2029	0	0	0	0	0	0	989
1.95% Senior Notes (euro denominated)	2.08%	7/24/2029	847	789	743	753	758	735	767
2.60% Senior Notes	2.74%	10/1/2029	892	893	894	894	894	894	894
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## Debt

### Continued from the prior page

(Dollars in millions)	Effective Interest Rate at 12/31/23	Maturity Date	12/31/2020	12/31/2021	12/31/2022	4/1/2023	7/1/2023	9/30/2023	12/31/2023
1.279% Senior Notes (yen denominated)	1.44%	10/19/2029	0	12/31/2021	36	35	32	31	33
4.977% Senior Notes	5.12%	8/10/2030	0	0	0	0	0	744	744
0.80% Senior Notes (euro denominated)	0.89%	10/18/2030	0	1,975	1,861	1,884	1,897	1,839	1,920
0.875% Senior Notes (euro denominated)	1.13%	10/1/2031	1,086	1,011	953	965	972	942	984
2.00% Senior Notes	2.23%	10/15/2031	0	1,176	1,178	1,179	1,180	1,180	1,181
2.375% Senior Notes (euro denominated)	2.55%	4/15/2032	721	672	633	641	646	626	654
1.49% Senior Notes (yen denominated)	1.60%	10/20/2032	0	0	48	47	43	42	44
4.95% Senior Notes	5.09%	11/21/2032	0	0	594	594	594	594	594
5.086% Senior Notes	5.20%	8/10/2033	0	0	0	0	0	991	991
1.125% Senior Notes (euro denominated)	1.20%	10/18/2033	0	1,690	1,592	1,613	1,623	1,574	1,643
5.20% Senior Notes	5.20%	1/31/2034	0	0	0	0	0	0	495
3.65% Senior Notes (euro denominated)	3.76%	11/21/2034	0	0	795	805	810	785	820
1.50% Senior Notes (yen denominated)	1.58%	9/6/2035	0	0	0	0	0	143	151
2.875% Senior Notes (euro denominated)	2.94%	7/24/2037	848	789	743	753	758	734	767
1.50% Senior Notes (euro denominated)	1.73%	10/1/2039	1,090	1,014	955	967	973	943	985
2.80% Senior Notes	2.90%	10/15/2041	0	1,181	1,182	1,182	1,182	1,182	1,183
1.625% Senior Notes (euro denominated)	1.77%	10/18/2041	0	1,385	1,305	1,322	1,331	1,290	1,347
2.069% Senior Notes (yen denominated)	2.13%	10/20/2042	0	0	110	109	100	97	103
5.404% Senior Notes	5.50%	8/10/2043	0	0	0	0	0	593	593
2.02% Senior Notes (yen denominated)	2.06%	9/6/2043	0	0	0	0	0	193	204
5.30% Senior Notes	5.37%	2/1/2044	396	396	396	396	396	396	396
4.10% Senior Notes	4.23%	8/15/2047	734	734	735	735	735	735	735
1.875% Senior Notes (euro denominated)	1.98%	10/1/2049	1,194	1,112	1,047	1,060	1,067	1,034	1,080
2.00% Senior Notes (euro denominated)	2.07%	10/18/2051	0	840	791	801	806	781	816
2.382% Senior Notes (yen denominated)	2.43%	10/18/2052	0	0	252	248	228	221	234
Other, including finance lease liabilities			4,467	6,012	278	275	270	263	258
Total long-term			19,107	32,333	28,909	29,135	29,194	30,489	31,308
Total debt			21,735	34,870	34,488	35,257	34,008	35,284	34,917
Total cash and cash equivalents			10,325	4,477	8,524	3,482	3,133	6,151	8,077
Net debt			11,410	30,393	25,964	31,775	30,875	29,133	26,840



# 2020 - 2023 Notable Acquisitions

Transaction closing date	Entity	Business description	Segment	Revenue (a) (millions)
2023				
August 14	CorEvitas	Leading provider of regulatory-grade, real-world evidence for approved medical treatments and therapies	LPBS	\$92
January 3	The Binding Site Group	Leading provider of oncology testing for detection and monitoring of multiple myeloma	SDS	£200 (b)
2021				
December 30	PeproTech Inc.	Leading developer and manufacturer of recombinant proteins	LSS	\$100 (c)
December 8	PPD, Inc.	Global clinical research and laboratory services provider	LPBS	\$4,680
September 30	Lengnau biologics manufacturing facility	State-of-the-art biologics manufacturing facility	LPBS	N/A (d)
February 25	Mesa Biotech, Inc.	Point-of-care molecular diagnostics provider	LSS	\$70
January 15	European viral vector business	Leading provider of contract viral vector manufacturing services for vaccines and therapies	LPBS	€80
(b) Calendar year e (c) Fiscal year ende	enue from prior full year reporting period as of the annoded December 31, 2022. d December 31, 2021. ng responsibility from customer.	nouncement date.		



# **Capital Deployment**

Share buybacks														
	2020	2021	2022	2023										
Total number of shares purchased (millions)	4	4	5	5										
Average price paid per share	\$331.76	\$487.73	\$569.47	\$574.47										
Total spend (\$ millions)	\$1,500	\$2,000	\$3,000	\$3,000										
Remaining Share Repurchase Authorization (in millions) as o														

Dividends paid				
	2020	2021	2022	2023
Amount per share	\$0.85	\$1.00	\$1.16	\$1.35
Future declarations of dividends are subject to board approval and may be adjusted as busines	ss needs or market o	onditions change.		



## Fiscal Calendar

#### **2023 FISCAL CALENDAR**

			FIRST	QUA	RTER							SECON	ND QU	ARTER	1						THIRE	QUAI	RTER							FOUR	TH QU	ARTER	1				
Month	S	М	Т	W	Т	F	s	Week	Month	S	М	Т	W	Т	F	S	Week	Month	S	М	T	W	Т	F	S	Week	Month	S	М	Т	W	Т	F	S	Week		
	1	2	3	4	5	6	7	1		2	3	4	5	6	7	8	14		2	3	4	5	6	7	8	27		1	2	3	4	5	6	7	40		
JAN	8	9	10	11	12	13	14	2	APR	9	10	11	12	13	14	15	15	JULY	9	10	11	12	13	14	15	28	ост	8	9	10	11	12	13	14	41		
5	15	16	17	18	19	20	21	3	5	16	17	18	19	20	21	22	16	5	16	17	18	19	20	21	22	29	5	15	16	17	18	19	20	21	42		
Weeks	22	23	24	25	26	27	28	4	Weeks	23	24	25	26	27	28	29	17	Weeks	23	24	25	26	27	28	29	30	Weeks	22	23	24	25	26	27	28	43		
	29	30	31	1	2	3	4	5		30	1	2	3	4	5	6	18		30	31	1	2	3	4	5	31		29	30	31	1	2	3	4	44		
	5	6	7	8	9	10	11	6		7	8	9	10	11	12	13	19		6	7	8	9	10	11	12	32		5	6	7	8	9	10	11	45		
FEB	12	13	14	15	16	17	18	7	MAY	14	15	16	17	18	19	20	20	AUG	13	14	15	16	17	18	19	33	NOV	12	13	14	15	16	17	18	46		
4	19	20	21	22	23	24	25	8	4	21	22	23	24	25	26	27	21	4	20	21	22	23	24	25	26	34	4	19	20	21	22	23	24	25	47		
Weeks	26	27	28	1	2	3	4	9	Weeks	28	29	30	31	1	2	3	22	Weeks	27	28	29	30	31	1	2	35	Weeks	26	27	28	29	30	1	2	48		
	5	6	7	8	9	10	11	10		4	5	6	7	8	9	10	23		3	4	5	6	7	8	9	36		3	4	5	6	7	8	9	49		
MAR	12	13	14	15	16	17	18	11	JUNE	11	12	13	14	15	16	17	24	SEPT	10	11	12	13	14	15	16	37	DEC	10	11	12	13	14	15	16	50		
4	19	20	21	22	23	24	25	12	4	18	19	20	21	22	23	24	25	4	17	18	19	20	21	22	23	38	4	17	18	19	20	21	22	23	51		
Weeks	26	27	28	29	30	31	1	13	Weeks	25	26	27	28	29	30	1	26	Weeks	24	25	26	27	28	29	30	39	Weeks	24	25	26	27	28	29	30	52		
																												31									
CHANG	SE IN	DAY	S VER	SUS	PRIO	R YEA	AR .	0	CHANG	SE IN	DAYS	VER	SUS	PRIO	R YEA	AR .	0	CHAN	GE IN	DAYS	VER	SUS	PRIO	R YEA	R	0	CHAN	GE IN	DAYS	VER	SUS	PRIO	RIOR YEAR 0				

#### **2024 FISCAL CALENDAR**

			FIRS	T QUA	RTER						,	SECO	ND QU	ARTER	₹			THIRD QUARTER												OURT	TH QU	ARTER			
Month	S	М	Т	W	T	F	S	Week	Month	S	М	T	W	T	F	S	Week	Month	S	М	Т	W	T	F	S	Week	Month	S	М	T	W	T	F	S	Week
		1	2	3	4	5	6	1		31	1	2	3	4	5	6	14		30	1	2	3	4	5	6	27		29	30	1	2	3	4	5	40
JAN	7	8	9	10	11	12	13	2	APR	7	8	9	10	11	12	13	15	JULY	7	8	9	10	11	12	13	28	ост	6	7	8	9	10	11	12	41
5	14	15	16	17	18	19	20	3	5	14	15	16	17	18	19	20	16	5	14	15	16	17	18	19	20	29	5	13	14	15	16	17	18	19	42
Weeks	21	22	23	24	25	26	27	4	Weeks	21	22	23	24	25	26	27	17	Weeks	21	22	23	24	25	26	27	30	Weeks	20	21	22	23	24	25	26	43
	28	29	30	31	1	2	3	5		28	29	30	1	2	3	4	18		28	29	30	31	1	2	3	31		27	28	29	30	31	1	2	44
	4	5	6	7	8	9	10	6		5	6	7	8	9	10	11	19		4	5	6	7	8	9	10	32		3	4	5	6	7	8	9	45
Feb	11	12	13	14	15	16	17	7	MAY	12	13	14	15	16	17	18	20	AUG	11	12	13	14	15	16	17	33	NOV	10	11	12	13	14	15	16	46
4	18	19	20	21	22	23	24	8	4	19	20	21	22	23	24	25	21	4	18	19	20	21	22	23	24	34	4	17	18	19	20	21	22	23	47
Weeks	25	26	27	28	29	1	2	9	Weeks	26	27	28	29	30	31	1	22	Weeks	25	26	27	28	29	30	31	35	Weeks	24	25	26	27	28	29	30	48
	3	4	5	6	7	8	9	10		2	3	4	5	6	7	8	23		1	2	3	4	5	6	7	36		1	2	3	4	5	6	7	49
MAR	10	11	12	13	14	15	16	11	JUNE	9	10	11	12	13	14	15	24	SEPT	8	9	10	11	12	13	14	37	DEC	8	9	10	11	12	13	14	50
4	17	18	19	20	21	22	23	12	4	16	17	18	19	20	21	22	25	4	15	16	17	18	19	20	21	38	4	15	16	17	18	19	20	21	51
Weeks	24	25	26	27	28	29	30	13	Weeks	23	24	25	26	27	28	29	26	Weeks	22	23	24	25	26	27	28	39	Weeks	22	23	24	25	26	27	28	52
																												29	30	31					
CHAN	GE IN	DAY	S VER	SUS	PRIO	R YEA	\R	0	CHAN	GE IN	DAYS	S VEF	SUS	PRIO	R YEA	\R	0	CHAN	GE IN	DAYS	VEF	RSUS	PRIO	R YE	AR	0	CHAN	GE IN	DAYS	VER	SUS	PRIO	R YEA	\R	+2