This presentation contains "forward-looking" statements which are statements relating to future events. These statements include those relating to estimates and projections of future earnings per share, cash flow and revenue growth and other financial results, developments relating to our customers and end-markets, and plans concerning business development opportunities. Words such as "believes," "intends," "anticipates," "plans," "expects," "projects," "forecasts," "will" and similar expressions, and references to guidance, are intended to identify forward-looking statements. Such statements are based on management's current assumptions and expectations and no assurances can be given that our assumptions or expectations will prove to be correct. A number of important risk factors could cause actual results to differ materially from the results described, implied or projected in any forward-looking statements. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements. A detailed description of these risk factors can be found under the caption “Risk Factors” in our most recent quarterly report on Form 10-Q and in our other filings with the Securities and Exchange Commission. We disclaim any intention or obligation to update any forward-looking statements as a result of developments occurring after the date of this presentation.

In addition to financial measures prepared in accordance with generally accepted accounting principles (GAAP), this presentation also contains non-GAAP financial measures. A reconciliation of these measures to the most directly comparable GAAP measures is included in the embedded hyperlink and is available on the “Investor Events” section of our investor relations website at ir.perkinelmer.com.
WHAT YOU’LL HEAR TODAY

Continued Progress against Our Strategic Foundation …

RECENT FOCUS

PORTFOLIO TRANSFORMATION

ORGANIZATIONAL ALIGNMENT

STRATEGIC PRIORITIES

VALUE CREATION FRAMEWORK

Add Meaningful Scale

Maximize Growth Accelerators

Strengthen Core Right to Win

Operational Excellence to Drive Margin & Efficiency

… Positioning Us for Future Success

COVID-19 response validates our foundational efforts

Enhanced Diagnostics brand bolsters existing positions

Confidence in long-term value creation opportunities
PORTFOLIO TRANSFORMATION

- Attractive END MARKETS
- Improved PRODUCT MIX
- Increased GEOGRAPHIC REACH
- Strengthened CAPABILITIES

- >80% of 2020 revenue from Diagnostics and Life Sciences
- >70% of portfolio in consumables, services, & software
- Revenue balanced equally across the globe
- ~$2.5B deployed capital over past five years*

- Positioned for more stable MSD+ growth
- Supporting more consistent and linear revenue
- 33% of revenue in higher growth emerging markets
- Expanded into adjacencies, increasing TAM to $70-75B

Reinforcing our solid foundation for continued success

* Does not include the potential Oxford Immunotec acquisition
**Strengthened Capabilities: Two Recent Acquisitions in Adjacent Markets**

- Attractive End Markets
- Improved Product Mix
- Increased Geographic Reach
- Strengthened Capabilities

- ~$800M capital deployed in new adjacent markets growing HSD

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**Horizon**

- **Closed December 23**
- **$3B TAM**
- Gene Editing

**Oxford Immunotec**

- **Closing 1H21**
- **>$1B TAM**
- Latent TB Diagnostics

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**PKI Synergies**

- Creating value through automation expertise
- Increasing global channel reach
ORGANIZATIONAL ALIGNMENT

**One R&D**
2K+ Person Global R&D Team

Unified R&D Positioned to Drive *Product Vitality* & Decrease *Time to Market*

**Unified Go-to-Market**
6K+ Global Commercial Resources

Global Commercial Resources *Localized to the Customer* across a Broad Portfolio

**Global Operations**
3K+ Operations & Logistics Team

Centralized Operations to *Leverage Global Expertise and Scale*
## Progress on Our Strategic Priorities

### Enhanced Customer Experience
- Unified and personalized account relationships with full solution selling
- New Commercial Office supporting global sales
- Modern digital and virtual reality tools

### Strong Talent & Culture
- Strong employee retention (~8% voluntary turnover)
- ~70% employees ex-US and increased leadership diversity to >50%
- Launched new core values
- Published new CSR report

### Transformative Innovation
- Achieved 3 FDA EUAs and 13 CE-marks for new Dx product launches
- Primed >75% of DAS product revenue for NPI upgrades over next 12-36 months
- Incorporating seamless automation and digital tools across the portfolio

### Focused Operational Excellence
- Improved quote-to-delivery by ~20%
- Launched Total Quality Initiative to embed systematic changes
- More transparent and efficient order execution
Based on preliminary 4Q20 results, reconciliations of these non-GAAP items to GAAP are provided on our website and here (link).

2020 Performance:
- Org. Rev Growth: 29%
- Adj. Gross Margin: +500 bps
- Adj. Op Margin: +1000 bps
- Adj. EPS Growth: +90%
DRIVING VALUE CREATION ACROSS THE PORTFOLIO

VALUE CREATION FRAMEWORK
- Add Meaningful Scale
- Maximize Growth Accelerators
- Strengthen Core Right to Win

OPERATIONAL EXCELLENCE TO DRIVE MARGIN & EFFICIENCY

SEGMENT DEEP DIVES: DIFFERENTIATED POSITIONS
- DISCOVERY AND ANALYTICAL SOLUTIONS
  - Virtual Life Science Event
    - December 2020
- DIAGNOSTICS
  - COVID-19 response validates our foundational efforts
  - Enhanced Diagnostics brand bolsters existing positions

L-T OUTLOOK
- Confidence in long-term value creation opportunities to drive strong shareholder returns

Focus of Today’s Discussion

L-T Growth Outlook
- +MSD
- +HSD
**Transformative Diagnostics**

**Value Creation Framework**
- Add Meaningful Scale
- Maximize Growth Accelerators
- Strengthen Core Right to Win

**Segment Deep Dives: Differentiated Positions**

**DAS**
- Virtual Life Science Event
  - December 2020

**Diagnostics**
- COVID-19 response validates our foundational efforts
- Enhanced Diagnostics brand bolsters existing positions

**L-T Outlook**
- Confidence in long-term value creation opportunities to drive strong shareholder returns

**Focus of Today’s Discussion**
MOST SENSITIVE SARS-COV-2 DETECTION ASSAY

New Coronavirus Nucleic Acid Detection Kit

Scaling Molecular

25M+ Tests Shipped
$350M+ 2020e Revenue

Lowest Limit-of-Detection Available on the Market
90x better than industry average

Note: FDA SARS-CoV-2 Reference Panel Comparative Data (link)
BEST-IN-CLASS EXTRACTION PORTFOLIO DELIVERED AT SCALE

chemagic 360™ and chemagic kits
Automated DNA and RNA Extraction

Superior Performance
- Leading sensitivity
  - best-in-class magnetic bead yield

Global Scale
- >1,000 chemagic 360 placements in 2020

Fully-automated
- high-throughput processing

~75 million chemagic tests sold in 2020
**Differentiated SARS-CoV-2 Serology Solutions**

- **GSP®/DELFIA® platform**
  - DBS-based test for SARS-CoV-2 IgG

- **Total SARS-CoV-2 Serology:****
  - $75M Revenue (2020)
  - $50M Backlog (2021)

- **Leveraging Capabilities**: Combines fully-automated newborn screening with best-in-class antibody assay technology

- **Novel Sample Type**: Easy-to-use sample collection with dried blood spot cards enables point-of-care, decentralized sample collection

- **High Throughput**: Up to 5,000 samples per day

- **Up to 5,000** samples per day
**COMPLETE WORKFLOW SOLUTION ENABLED BY UNIFIED R&D TEAM**

**explorer™ Workstation**
*for SARS-CoV-2 RT-PCR*

>20 Workstations Placed/Ordered*  

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**Novel Innovation**

**End-to-end automated workstation**  
to streamline testing workflows and eliminate errors

Flexibility to scale to meet current COVID-19 and future infectious disease testing needs, with **best-in-class throughput up to 10K samples / day**

**Modular system** provides customized degrees of automation based on customer needs

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* since August 2020 launch (link)
RECORD PERFORMANCE

REVENUE

>$1B

2020e COVID revenue

INSTALLED BASE

~1,750

new instruments placed across the portfolio

BRAND

Meaningful

Diagnostics

Brand Recognition
Focus of Today’s Discussion

**DIAGNOSTICS DEEP DIVE**

**VALUE CREATION FRAMEWORK**
- Strengthen Core
- Right to Win
- Maximize Growth Accelerators
- Add Meaningful Scale
- Operational Excellence to Drive Margin & Efficiency

**SEGMENT DEEP DIVES: DIFFERENTIATED POSITIONS**

- DAS
  - Virtual Life Science Event
  - December 2020

- **DIAGNOSTICS**
  - COVID-19 response validates our foundational efforts
  - Enhanced *Diagnostics brand* bolsters existing positions

**L-T OUTLOOK**
- Confidence in *long-term value creation* opportunities to drive strong shareholder returns

**L-T Growth Outlook**
- +MSD
- +HSD
IMMUNODIAGNOSTICS AT A GLANCE

Highlighted Portfolio Capabilities & Differentiators

- Autoimmune Testing
- Allergy Testing
- Infectious Diseases
- Leading Emerging Virus Menu
- Expanded Neurodegenerative Testing

~$1.0B
2020e Revenue

~85%
Recurring Revenue

Serviceable Addressable Market:

$4.5B

~50%
Europe

~30%
Asia

~20%
Americas

HOW WE WIN

- Extensive menu with over 500 unique tests
- Highly innovative global R&D collaborations
- Precise detection capabilities for emerging diseases

Scientific Expertise
Innovative Culture
Technology Leadership
IMMUNODIAGNOSTICS VALUE CREATION FOCUS

Automation
Share gain opportunities with random access instruments for any throughput

SuperFlex™ (CE-IVD)
Accentis

Lower / Point of Care
Throughput
Higher

Meaningful Scale
Maximize Growth Accelerators
Strengthen Core Right to Win
IMMUNODIAGNOSTICS VALUE CREATION FOCUS

Infectious Disease
Scaling menu with further expansion into infectious disease

PKamp™ Respiratory SARS-CoV-2 RT-PCR Panel Assay (CE-IVD)
Anti-SARS-CoV-2 QuantiVac ELISA (IgG) (CE-IVD)
APPLIED GENOMICS AT A GLANCE

Highlighted Portfolio Capabilities & Differentiators

- Liquid Handling/Automation
- Nucleic Acid Isolation
- NGS Sample Prep

HOW WE WIN

- 20 years of expertise in “automating science”
- Scalable liquid handling for high-throughput applications
- High quality, end-to-end workflow solutions

Serviceable Addressable Market: $3.0B

- ~$550M 2020e Revenue
- ~65% Recurring Revenue

- ~35% Europe
- ~50% Americas
- ~15% Asia
**Applied Genomics Value Creation Focus**

- **Strengthen Core Right to Win**
- **Maximize Growth Accelerators**
- **Add Meaningful Scale**

Emerging Technologies

Driving innovation through internal R&D efforts as well as investments in promising start-ups

- PKeye Mobile Lab Operations Monitor
- Honeycomb HIVE Cell Drive *(In development – launch in 2021)*
REPRODUCTIVE HEALTH AT A GLANCE

Highlighted Portfolio Capabilities & Differentiators

- Prenatal (Biochemistry & NIPT)
  - #1 in Prenatal (Biochemical)
- Newborn (Imunoassay MS & NGS)
  - #1 in Newborn Screening
- Rare Disease Testing
  - Partner of Choice for Pharma

HOW WE WIN

- Strong Brand Recognition with Decades of Expertise
- Global services with ‘OMICS portfolio for rare disease detection
- Complete solution provider from instruments to software

~$450M
2020e Revenue

~95%
Recurring Revenue

$3.5B
Serviceable Addressable Market:

- ~65% Americas
- ~15% Europe
- ~20% Asia
- ~15%

Partner of Choice for Pharma

Brand Strength

Application Breadth

Complete Workflows
REPRODUCTIVE HEALTH VALUE CREATION FOCUS

Technology Breadth

- Immunoassays
- Mass Spec
- Molecular

Solidifying market leadership and customer loyalty with new molecular solutions

- EONIS™ PCR Reagent Kits (CE-IVD)
- SMA
- SCID
- XLA

Strengthen Core Right to Win

Maximize Growth Accelerators

Add Meaningful Scale
Reproductive Health Value Creation Focus

Democratizing NIPT

- Driving our global presence, with the end goal of NIPT for every woman
- Added Meaningful Scale
- Strengthen Core Right to Win
- Maximize Growth Accelerators

- Favorable Macros for Future Growth
  - Expanded insurance coverage in the US
  - Increased need for affordable NIPT testing for all pregnant women, regardless of risk profile
  - Supported by 4 new & impending publications

Vanadis View®
# Putting it All Together: Scaling our Approach for Maximized Value Creation

<table>
<thead>
<tr>
<th>Dx Revenue Mix (2020e)</th>
<th>SAM CAGR* ('18-'19)</th>
<th>PKI vs Market ('21+)</th>
<th>Value Creation Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ImmunoDx</strong> (51%)</td>
<td>7-9%</td>
<td>+</td>
<td>✓ Strong <strong>brand equity</strong> and <strong>scientific expertise</strong> in IVD</td>
</tr>
<tr>
<td><strong>Applied Genomics</strong> (27%)</td>
<td>4-6%</td>
<td>=</td>
<td>✓ <strong>Complete sample-to-answer</strong> workflow solutions</td>
</tr>
<tr>
<td><strong>Reproductive Health</strong> (22%)</td>
<td>6-8%</td>
<td>=</td>
<td>✓ <strong>Best-in-class DNA/RNA extraction</strong> binding affinity and throughput</td>
</tr>
</tbody>
</table>

| 6-8% WAMGR** PKI vs WAMGR | + | Each business has a **strong value creation path** |

- **PKI vs Market**
- **SAM CAGR**

- **ImmunoDx**
  - Strong brand equity and scientific expertise in IVD
  - Expand technology offering into low- and high-throughput markets
  - Whitespace opportunities in post-COVID world (e.g., MDx)

- **Applied Genomics**
  - Complete sample-to-answer workflow solutions
  - Best-in-class DNA/RNA extraction binding affinity and throughput
  - Opportunities to bolster scale through organic & inorganic investment

- **Reproductive Health**
  - Category leadership across the core portfolio
  - Differentiated NIPT solution to address rapidly evolving market
  - Uniquely positioned to tackle rare disease molecular testing needs

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* Internal company data; ** WAMGR = Weighted Average Market Growth Rate
**LONG-TERM FINANCIAL OUTLOOK**

**VALUE CREATION FRAMEWORK**
- Strengthen Core
- Right to Win
- Maximize Growth Accelerators
- Add Meaningful Scale
- Operational Excellence to Drive Margin & Efficiency

**SEGMENT DEEP DIVES: DIFFERENTIATED POSITIONS**

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L-T Growth Outlook
- +MSD
- +HSD
Positioned for More Consistent and Faster Growth

Core PKI (excluding COVID-19)

3-Year Organic Growth Forecast

- **DAS**: $1.7B
  - Food: 6%
  - Applied: 2-4%
  - LS: 6%
  - +MSD
- **Dx**: $1.0B
  - AG: 4-6%
  - IDx: 10%
  - RH: 5-10%
- **Total Core PKI**: $2.7B

Growth Drivers

- Attractive End Markets
- Product Innovation
- Customer Experience
- Commercial Execution

Pathway to $4.0B+ in 2023

- **$2.7B**
  - +550M
  - +$250M revenue from 2020 M&A*
  - +$100M+ durable COVID product revenue
  - +5-7% organic growth per year
- **+350M**
- **+400M**
- **$4.0B+**

- >$2.5B additional capital for M&A
- New post-COVID testing opportunities
- Pent up demand / catch up in '21-'23

* Includes potential Oxford Immunotec acquisition
WITH A CLEAR PATH FOR MARGIN EXPANSION

Operating Profit Margins

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2023e</th>
</tr>
</thead>
<tbody>
<tr>
<td>PKI</td>
<td>20.7%</td>
<td>23%+</td>
</tr>
<tr>
<td>Dx</td>
<td>27.8%</td>
<td>30%+</td>
</tr>
<tr>
<td>DAS</td>
<td>19.4%</td>
<td>22%+</td>
</tr>
<tr>
<td>Corporate</td>
<td>(2.0%)</td>
<td>(2%)</td>
</tr>
</tbody>
</table>

Diagnostics Drivers

- Euroimmun gross margin
- COVID-19 recurring increase
- Volume leverage

DAS Drivers

- Analytical instruments
- Services
- Volume leverage & mix

* Assumes 75 bps in years 2021-2023
INCLUDING SIGNIFICANT CAPITAL DEPLOYMENT FLEXIBILITY

**Capital Deployed ($B)**

<table>
<thead>
<tr>
<th>Year</th>
<th>PKI</th>
<th>M&amp;A &amp; Investments</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2020</td>
<td>3.3</td>
<td>2.5</td>
<td>0.8</td>
</tr>
<tr>
<td>2021e-2023e</td>
<td>3.2</td>
<td>4.0</td>
<td>0.8</td>
</tr>
</tbody>
</table>

**Net Debt Leverage**

- 2016-2020: <1.5x
- 2021e-2023e: 3.0x

**M&A & Investments (~80%)**

- **Prior success**: $2.5B investments generates $0.5B+ (18%) of PKI revenue
- **Future focus**: Diagnostics & Life Sciences, seed investments in transformative early-stage technology

**Other (~20%)**

- **Capex (8%)**: Step up for technology investments
- **Share buyback (10%)**: Manage float, 27% average annual return
- **Dividend (2%)**: No plan to increase
Putting It All Together: By 2023, We Will Have …

**Scale**

$4B+

Revenue

**Performance**

>$6.50

Adjusted EPS

**Investment**

~$4B

Deployable Capital

… driven by a *focused value creation framework*
PerkinElmer will host an
ANALYST DAY
in Q2 2021
Innovating for a healthier world