SAFE HARBOR

This presentation contains "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995, including but not limited to statements 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 website at ir.perkinelmer.com.
# Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 AM</td>
<td>Welcome</td>
<td>Bryan Kipp</td>
</tr>
<tr>
<td>8:35 AM</td>
<td>PerkinElmer Overview</td>
<td>Jamey Mock</td>
</tr>
<tr>
<td>8:55 AM</td>
<td>Life Sciences Business Overview</td>
<td>Alan Fletcher</td>
</tr>
<tr>
<td></td>
<td>Discovery</td>
<td>Alan Fletcher</td>
</tr>
<tr>
<td>9:20 AM</td>
<td>Informatics</td>
<td>Kevin Willoe</td>
</tr>
<tr>
<td>9:40 AM</td>
<td>OneSource Enterprise</td>
<td>Gary Grecsek</td>
</tr>
<tr>
<td>9:55 AM</td>
<td>Closing Remarks</td>
<td>Jamey Mock</td>
</tr>
<tr>
<td>10:00 AM</td>
<td>Break</td>
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<tr>
<td>10:10 AM</td>
<td>Q&amp;A</td>
<td>Mock, Fletcher, Willoe, and Grecsek</td>
</tr>
<tr>
<td>11:00 AM</td>
<td>Program Ends</td>
<td></td>
</tr>
</tbody>
</table>
PerkinElmer Overview

Jamey Mock, SVP & Chief Financial Officer
WHAT WE’LL COVER TODAY

✓ Strong financial and strategic year-to-date performance
✓ Clear & consistent DAS segment trajectory
  • Faster Growth: positioned to drive consistent and improved growth
  • Margin Expansion: gross margin opportunity, leverage, and mix
➢ Strategy enables reinvestment into attractive, high-priority focus areas to maximize value creation

Life Sciences Segment Deep Dive Focus
**Innovation**

- Instituted **multi-year product roadmap** with greater cross functional support
- Speed pilot program reduced NPI cycle time by ~20% (4 pilots YTD)
- **Robust pipeline**: >75% of DAS product revenue primed for an NPI over next 12-36 months
- **Horizon**: 100% complementary asset w/o product overlap; foray into gene editing and bioproduction

**Customer**

- 10-30% quote-to-delivery **cycle time reduction**
- Launched **Total Quality Initiative** to embed systematic changes in operations
- Materially expanded customer base with **new GTM regional structure**
- Launching **new digital tools** for customers to remotely monitor installed base

**People & Culture**

- ~8% voluntary turnover rate (500 bps better than industry benchmark)
- >50% leadership diversity; hired Diversity & Inclusion Leader
- **Launched new PKI Academy** learning module in March; 4,200 courses accessed
- **Launched revised company Core Values** and updated **CSR report**

---

**STRONG 2020 PERFORMANCE**

- **Org. Rev Growth**: 24%
- **Adj. Gross Margin**: 440bps
- **Adj. Op Margin**: 820bps
- **Adj. EPS Growth**: 74%

**Total Revenue**: $3.6 Billion
**Adj. Net Income**: ~$800 million
**Adj. FCF**: ~$600 million**

---

*Assumes mid-point of 4Q20 guidance range, ** Excludes California Dept. of Public Health pre-payments, † Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)*
"NEW" PERKINELMER, BETTER POSITIONED FOR TODAY AND TOMORROW

Overall growth in the portfolio across Diagnostics and DAS with **increased DAS portfolio focus** on where we can drive the greatest value.

- **2015**
  - Discovery & Analytical Solutions: $2.1B, 73%
  - Diagnostics: $0.7B, 27%
- **2020e**
  - Total Revenue: $3.6B, 47%

*Pro-forma 2015 revenue excluding the divested Medical Imaging business; **Assumes mid-point of 4Q20 guidance range*
ATTRACTION EXPANSION OPPORTUNITIES …

Today

Dx

$70-75 Billion

DAS

DAS Expansion Opportunities

✓ Closing the technology chasm between discovery and the clinic in predictive models and data analytics capabilities

✓ Investing in Biologics and Gene and Cell Therapy (CGT)

✓ Adjacencies in Informatics & Enterprise

✓ New chromatography offerings

✓ Expansion into complementary food safety and quality testing verticals (e.g. meat, seafood, poultry)

Currently serving approximately 50% of our TAM

TAM

SAM

² Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)
… WITH ACCELERATING FUNDAMENTALS ACROSS DAS THROUGH FOCUSED REINVESTMENTS …

Transformative Innovation

- Agility enhanced by alignment to technology verticals
- Leveraging **internal and external resources** to develop new technologies and solutions

Customer Intimacy at Scale

- Regional go-to-market brings decision making closer to the customer
- Selling full workflow solutions is driving **increased synergies** between DAS and Dx
- Driving lower costs to serve

Select recent accomplishments …

- Implemented new LDR team in Americas and expanded GROW Lead Sharing to drive incremental sales
- >$250M confirmed leads since LDR team formed in March
- Accelerated business velocity through greater customer centricity amidst pandemic related shutdowns
- 14% Sales cycle reduction in LS CapEx sales

… with opportunities for further reinvestment

* Lead Development Representative (LDR)
… AND IMPROVING DAS PROFITABILITY

Analytical Instruments
- Product design
- Procurement
- Site rationalization
- Price

Services
- Field service utilization
- Remote technical assistance
- Professional services growth
- Reduced leakage

Operational Leverage / Mix
- SG&A leverage
- Recurring revenue mix
- R&D investment

† Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)
**STANDARDIZED APPROACH TO VALUE CREATION**

**Value Creation Framework**

- **Strengthen Core Right to Win**
  - Attractive end markets with unique capabilities and "moats"

- **Maximize Growth Accelerators**
  - Ability to leverage innovation & digitalization to gain share & increase customer stickiness

- **Add Meaningful Scale**
  - Expansion opportunities in current and white space markets

- **Operational Excellence to drive Margin & Efficiency**
  - Margin runway and infrastructure leverage

**Develop and leverage Talent and Culture** to optimize value creation across all categories

---

**Applied**
- **Focus**
  - Brand equity + install base; focused cadence of NPIs to support & expand presence

**Food**
- **Focus**
  - Broadest portfolio; data and channel partnerships and for enhanced customer experience
  - Innovation in core food workflows & cannabis; expanded food safety Dx
  - Key account commercial execution of portfolio breadth (e.g. 3rd party labs)

**Life Sciences**
- **Focus**
  - Continued innovation in category leadership positions
  - Leverage expanded capabilities to grow & innovate together with our customers
  - Expand capabilities to bridge the gap between discovery and the clinic

**DAS**
- **Focus**
  - Value engineering, portfolio simplification, sourcing, and mix shift
  - Minor consumables gap
  - Mix shift to reagents and service margin and mix opportunities

**Deliver consistent MSD+ growth, meaningful margin expansion and disproportionately deploy capital to Life Sciences**
TODAY’S SPEAKERS

Alan Fletcher
VP / GM, Discovery

Professional Highlights:
• Over 30 years of experience in Life Sciences
• Joined PerkinElmer in 2008 as VP, Strategy & BD, Life Sciences with numerous leadership roles over the past 12 years in marketing and general management including commercial leadership of APAC for Discovery & Informatics
• Other roles include Director roles for Life Sciences business development at GE Healthcare, R&D at Amersham, and Europe Head of High Throughput Screening at Merck
• PhD in Pharmacology, University of London
• BSc in Biochemistry, University of Surrey

Kevin Willoe
VP / GM, Informatics

Professional Highlights:
• Over 20 years of Commercial Software and Services experience
• Held leadership roles at multiple software companies such as Zephyr Health and TIBCO Software
• Other roles include VP of Americas Sales at TIBCO Spotfire as well consultant to several software companies on commercial best practices, the business transitioning to SaaS and merger and acquisition opportunities.
• BS in Business Administration from Northeastern University

Gary Grecsek
VP / GM, OneSource Enterprise Laboratory Services

Professional Highlights:
• Over 25 years in Life Sciences at EG&G / PerkinElmer
• Driven substantial, global business growth through organic market expansion and developed significant customer relationships with several of the top 10 pharma companies
• Prior to his current role, held strategic, global leadership positions within Technical Support, Sales Management, and Product Management.
• Current TSIA Executive Board Member
• BS in Materials Engineering from Drexel University
• MBA from the University of Tennessee
Life Sciences Overview

Alan Fletcher, VP / GM Discovery
**The Drug Discovery Paradigm Has Evolved with an Increased Need to Address Three Key Themes**

1. Speed to Market
   - **10 years** to bring a new drug to market*

2. Productivity
   - **>20%** decline in Pharma R&D IRR**

3. Success Rate
   - **<12%** success rate entering clinical***

* Speed to Market: Report  ** Productivity: Report  ***Success rate: Report
... and our Life Sciences Portfolio is positioned to improve outcomes for our customers

1. Speed to Market
   - Effective pre-clinical research through more predictive disease models and dynamic phenotypic readouts

2. Productivity
   - Streamlining disparate data to more quickly analyze and catalyze decision making

3. Success Rate
   - Empowering customers through outsourcing and enabling more efficient lab operations
**LIFE SCIENCES AT A GLANCE**

**Analytical**

- Organic Revenue Growth\(^{**}\): >6%
- Adj. Operating Margin\(^{†}\) (2019): 23%
- Served Addressable Market (SAM): $13B

**Informatics**

- #2 informatics provider in translational research and clinical applications

**Enterprise**

- #1 top-20 pharma services provider with broadest set of offerings

**Consumables, Services, Software**

- 72%

**Instruments**

- 28%

---

**KEY DIFFERENTIATORS**

- #1 in pre-clinical imaging, detection & software for phenotypic analysis at single cell resolution
- #2 atomic spectroscopy with top-5 share in molecular spectroscopy

---

* Assumes mid-point of 4Q20 guidance range, **Average annual organic growth (2018-2019), † Reconciliations of these non-GAAP items to GAAP are provided on our website and here ([link](#)).*
... **STRATEGIC PORTFOLIO PIVOT TO ALIGN WITH ATTRACTIVE LIFE SCIENCE MARKETS**

<table>
<thead>
<tr>
<th>Upstream</th>
<th>Early-Stage Research</th>
<th>~50% SMALL MOLECULE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Key workflow steps</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Disease Modeling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Target ID</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Discovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>~30%</td>
</tr>
<tr>
<td>Therapeutic Area</td>
</tr>
<tr>
<td>PerkinElmer</td>
</tr>
<tr>
<td>Broad capabilities with growing genomics and advanced disease modeling capabilities poised to deliver strong, profitable growth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Downstream</th>
<th>Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>~60%</td>
<td></td>
</tr>
<tr>
<td>Therapeutic Area</td>
<td>Small Molecule</td>
</tr>
<tr>
<td>PerkinElmer</td>
<td></td>
</tr>
<tr>
<td>Best-in-class discovery solutions positioned to lead in fast growing markets: phenotypic screening and novel drug types</td>
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</tbody>
</table>

| * Portfolio of protein characterization tools (e.g. microfluidics, chromatography/mass-spectrometry, spectroscopy) |

<table>
<thead>
<tr>
<th>Manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>~10%</td>
</tr>
<tr>
<td>Therapeutic Area</td>
</tr>
<tr>
<td>PerkinElmer</td>
</tr>
<tr>
<td>Building incremental capabilities beyond our existing bioprocess positions in Informatics and with addition of Horizon</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pre-Clinical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated PerkinElmer Discovery revenue inclusive of Horizon</td>
</tr>
</tbody>
</table>
**Our Portfolio Addresses Key Pharma Workflows**

Digital Ecosystem coupled with Professional Services to drive research & clinical outcomes

LEVERAGING OUR ANALYTICAL PLATFORMS IN PHARMA

~$190M Revenue*
~15% Adj. Operating Margin† (2019)

Attractive TAM of $7B with favorable structural trends

- Highly regulated markets
- Need for QA / QC solutions in emerging large molecule therapeutics market
- One-stop shop purchasing

PKI Opportunity**

<table>
<thead>
<tr>
<th>Total Pharma share</th>
<th>&gt;45%</th>
<th>&lt;1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw Material ID</td>
<td>Dissolution Testing</td>
<td></td>
</tr>
<tr>
<td>Excipients</td>
<td>Dosage Uniformity</td>
<td></td>
</tr>
<tr>
<td>Counterfeit / Falsified Medicines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elemental Purities</td>
<td>Extractables &amp; Leachables</td>
<td></td>
</tr>
<tr>
<td>Residual Solvents</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Pharma Manufacturing QA/QC Protocols

- Drug Product / Substance Assays
- Organic Impurities
- Stability Testing
- Cleaning Validation

NEW

Completely new LC / CDS eliminating major portfolio gap

- Full range of detection
- Enhanced user experience
- Novel, rapid CDS data review and walk-up system status assessment

- HPLC / UHPLC (LC 300)
- CDS (Simplicity)

- UV-Vis (Lambda 365)
- IR (Spectrum 3)
- GC (Clarus)
- ICP-MS (NexION 2000)

* Assumes mid-point of 4Q20 guidance range,**Share data from internal company data and SDI, †Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)

19
WHERE WE ARE HEADED: BETTER POSITIONING THE PORTFOLIO TO WHERE SCIENCE IS GOING

1. Making complex routine
   - Filling product gaps and investing organically across the portfolio

2. Closing the chasm between research and clinical
   - Enabling better predictivity and timely outcomes

3. Integrating software and digital tools
   - Integrating data, overlaying analytics and investing in tools to empower remote lab management

4. Partnering to grow with our customers
   - Tailored solutions from assay development services to remote service to fully managed labs

Concertedly broadening capabilities to support pharma workflows

- Enabling more predictive disease models
- Best-in-class phenotypic readouts
WHERE WE ARE HEADED: DIFFERENTIATION THROUGH INTEGRATED DIGITAL AND AUTOMATION CAPABILITIES

1. Making complex routine
   Filling product gaps and investing organically across the portfolio

2. Closing the chasm between research and clinical
   Enabling better predictivity and timely outcomes

3. Integrating software and digital tools
   Integrating data, overlaying analytics and investing in tools to empower remote lab management

4. Partnering to grow with our customers
   Tailored solutions from assay development services to remote service to fully managed labs

Key Digital Themes
- Automated workflows tailored to throughput needs
- HTS / HCS High Throughput Screening
- CRISPR and Phenotypic Screening
- Cloud
- Complex Data Analysis
- Remote Monitoring
- Translational Sciences
- Scalable custom solutions integrated to clinical and lab operations
- Flexible cloud-based ecosystem & ELN
- White-glove scientific lab services
# PUTTING IT ALL TOGETHER: SCALING OUR APPROACH FOR MAXIMIZED VALUE CREATION

<table>
<thead>
<tr>
<th>Segment</th>
<th>Revenue Mix</th>
<th>Value Creation Focus</th>
<th>CAGR **</th>
<th>PKI vs Market **</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery</td>
<td>40%</td>
<td>✓ Category leadership across the core portfolio&lt;br/&gt;✓ Unique capabilities for accelerated growth within attractive markets&lt;br/&gt;✓ Whitespace upstream &amp; downstream to bolster scale</td>
<td>+5-6%</td>
<td>+</td>
</tr>
<tr>
<td>Informatics</td>
<td>14%</td>
<td>✓ Core portfolio breadth <strong>uniquely tackles customer data challenges</strong>&lt;br/&gt;✓ On-prem to cloud shift rapidly changing market landscape&lt;br/&gt;✓ Continuously <strong>innovating ecosystem</strong> for accelerated growth</td>
<td>+8-10%</td>
<td>+</td>
</tr>
<tr>
<td>OneSource Enterprise</td>
<td>27%</td>
<td>✓ Outsourcing remains <strong>structural trend</strong> supporting the core&lt;br/&gt;✓ Shift to <strong>digital lab of the future</strong> accelerating&lt;br/&gt;✓ Prof. &amp; tech. service <strong>mix shift bolstering growth and profitability</strong></td>
<td>+6%</td>
<td>+</td>
</tr>
<tr>
<td>Analytical</td>
<td>19%</td>
<td>✓ Sizable spectroscopy installed base &lt;br/&gt;✓ Market leadership opens doors for <strong>chromatography expansion</strong>&lt;br/&gt;✓ <strong>New product refresh</strong> aimed at expanding LS presence</td>
<td>+3-4%</td>
<td>-</td>
</tr>
</tbody>
</table>

Each segment has a **strong value creation path**

* Assumes mid-point of 4Q20 guidance range; **Internal company data (2018-2019); ***WAMGR = Weighted Average Market Growth Rate
**DISCOVERY POSITIONED TO RESPOND TO KEY CUSTOMER NEEDS**

1. **Speed to Market**
   - Effective pre-clinical research through *more relevant disease models* and *dynamic phenotypic readouts*

2. **Productivity**

3. **Success Rate**

---

**Drug Failure Rate**

- Entering Clinical: 80-95%
- Key Root cause: Ineffective target validation***

**Why do phenotypes matter?**

- Disease manifests as changes of a person’s cellular phenotype

---

**Disease Treatment**

- Changing the genotype (*cell & gene therapy*)
- Changing the environment (*drugs*)

---

**Tools to measure proteins & phenotypes** in solution and in cells & animal models

---

**Ineffective target validation***

- “…problems of target validation and the lack of good models … are the main … causes of failed drug development … phenotypic assays are more physiologically relevant”

---

**Reason for Failing**

- Lack of Efficacy: ~60%
- Safety: ~20%
- Other: ~20%

---


Solutions help customers to understand biology, accelerate drug discovery, improve translatability and facilitate scientific breakthroughs

$400M Revenue*

+MSD Organic Growth**†

30% Adj. Operating Margin† (2019)

$2B Served Addressable Market

* Assumes mid-point of 4Q20 guidance range, **Average annual organic growth (2018-2019), † Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)
INDUSTRY-LEADING DISCOVERY TOOLS

Driving productivity for our customers through these leading tools, seamlessly integrated with automation and informatics.

Research Solutions
Leading radiochemical portfolio

Detection Solutions
High-growth molecular and cell biology portfolio

Imaging Solutions
Market leader in no-wash immunoassays for hit discovery and lead generation

Pro Forma including impact of 2019 Horizon revenue

Top 5

Research Solutions
Leading radiochemical portfolio

Detection Solutions
Market leader in no-wash immunoassays for hit discovery and lead generation

Imaging Solutions
Market-leading solutions supporting high end image-based research and discovery

2016 2019
% of Total Rev* 38% 42%
% of Non-Rad 7% 47%

2016 2019
% of Total Rev* 29% 30%

2016 2019
% of Total Rev* 33% 28%

* Discovery product revenue, excludes Quantitative Pathology (divested 3Q18)
Further diversifying into high-growth molecular & cell biology markets

Select Products

- Radiochemicals, Scintillant & Vials
- Cellular and molecular biology (CRISPR, RNAi, cell line engineering, western blots)

Market Landscape

60% Market Share

Top 3 Player*

Select Competitors

- American Radiolabeled Chemicals, Inc.
- Moravek Inc.

Select Competitors

- Berkeley
- Doudna Lab
- ThermoFisher

Enabling research at the leading edge of science

- Strong underlying growth profile of non-Rad portfolio accelerated by Horizon
- Key Rads applications remain relevant & drive profitability

Understanding CRISPR-Cas12a mechanism**

- R-loop asymmetry to form double-stranded breaks
- ATP, [γ-32P]: utilized for DNA radiolabeling

Utilizing CRISPR to study diseases in vitro***

- HCS-based phenotypic assays with human lung/airway cells
- Edit-R tracrRNAs: enable fast and easy gene editing using CRISPR

**SUITE OF DETECTION PRODUCTS AlIGNED TO THE SHIFTING NEEDS OF PHARMA**

**Select Products**

- Market leader in no-wash immunoassays for hit discovery and lead generation
- Broadest portfolio of screening and luminescence assays
- Suite of multi-label detection instruments also for GxP use

**Top 3 Player Overall**

- Installed base: +4k
- ~100 Reagent NPIs in 2020
- Innovative, refreshed portfolio driving higher attach rate

**Market Landscape**

- **Biologics**
  - Characterizing bi-specific Abs
  - AlphaPlex: enables measurement of ternary complex formation

- **Fluorescence / HTRF**
  - ✓ High throughput
  - ✓ Higher cost/sensitivity

- **Luminescence**
  - ✓ Manual applications
  - ✓ Lower cost/sensitivity

- **Cell & Gene Therapy**
  - Identification of enhancers for immunotherapy for melanoma
  - Cisbio HTRF for IFNgamma: measuring T-cell activation by cytokine release

---

*PKI App Note: Carlstrom, Jen; (2020) Rapid No Wash Assays for Characterizing a Mouse TIGIT/ PD-L1 Bispecific Antibody; ([link](https://example.com)). **Dextras, C., et al. (2020). Identification of Small Molecule Enhancers of Immunotherapy for Melanoma. Scientific reports, 10(1), 5688. ([link](https://example.com))
**PREMIER PHARMA PARTNER ACCELERATING DISCOVERY WITH CONTENT-RICH DATA**

**Category leadership across High Content, In Vivo and Live Cell Imaging**

**Select Products**
- IVIS Spectrum (in vivo)
- MuviCyte (live cell imaging)
- Opera Phenix (HCS)

**#1 player overall**
**Leading software**

**Market Landscape**

- >2200 publications on in vivo platform YTD
- 12k
- Select Competitors:
  - IVIS Spectrum (in vivo)
  - MuviCyte (live cell imaging)
  - Opera Phenix (HCS)

**Better models for Huntington’s Disease (HD)**

**Cell Therapy In Action**

**IVIS Spectrum: luminescence and fluorescence**
**Quantum GXmCT: visualization of bone damage**

**Advancing category leadership in phenotypic characterization**

**Assessment of bone metastasis**


**Where We’re Headed: Integrating Key Genomic Capabilities with Addition of Horizon**

- **DNA/RNA**
  - Cells
  - Proteins
  - Models
  - 3D Organoids
  - Humans

- **Cells**
  - DNA/RNA
  - Proteins
  - Models
  - 3D Organoids
  - Humans

- **Attractive Fundamental Cell Engineering Portfolio**
  - $74M 2019 Sales
  - >2,000 Customers
  - >85% Recurring Revenue
  - >50% eCommerce
  - ~60% Biopharma
  - ~40% Academia
  - $3B TAM expansion / HSD CAGR

- **Engineered Cells**
  - which modulate biology

- **Day 1**
  - VICTOR Nivo (plate reader)
  - Opera Phenix Plus (HCS)
  - IVIS Lumina (in vivo)
  - Reagents
  - + Automated Robotic Systems

- **Seamless, phenotypic screening workflows**

- **Future**
  - Next-Gen Cell Lines
  - New White Space

- **Predictive Models of Disease**
  - Live Cell Imaging

**Horizon Inspired Cell Solutions**

**Engineered Cells**

- **Horizon Inspired Cell Solutions**
  - Engineered Cells which modulate biology

**Engineered Cells**

- **Horizon Inspired Cell Solutions**
  - Engineered Cells which modulate biology
WHERE WE’RE HEADED: COMPLETING THE PORTFOLIO CONTINUUM

Filling product gaps and investing organically across the portfolio

- Attractive and growing markets
- Enabling better predictivity and timely outcomes

Enabling more relevant disease models

- Co-cultures / 3D cultures & tissues
- Stem cell derived cell lines
- Primary cells, personalized screens
- Advanced image analysis / AI

Driving a biology-first approach with emerging and trusted technologies into a total solution

Best-in-class phenotypic readouts

- Phenotypic data
- Dynamic behavior
- Spatial information
- Network relations
**HOW WE WIN**

**PORTFOLIO BREADTH**

✓ **Complete workflow coverage** seamlessly integrated with automation and informatics

✓ **Reagents, instruments and software** for genes, proteins, cells and in vivo disease models

**TECHNOLOGY LEADERSHIP**

✓ **Category leadership positions** across the portfolio due to premier technologies and commitment to agile innovation

✓ **Broades offering of no-wash immunoassays** (Alpha and HTRF) from our complementary acquisition of Cisbio

**APPLICATION EXPERTISE**

✓ **Highly trained applications and sales teams with a therapeutic disease focus**

✓ **Solutions simplify scientific complexity**: easy to learn, easy to use and easy to manage

---

* PKI offers 9 Discovery product lines total, ** Publications 2011-2019
Serving Strong Customer Base Across Industry & Academia

~5,000 Customers

Pharma / Biotech

- 100% of Top 20 Pharma / BioPharma
- Trusted specialist sales force
- Best in class solutions supporting small molecule and biologics drug discovery
- Enabling research with novel targets and assay formats like target engagement

Academia / Government

- Strong customer relationships across Top 200 academic accounts
- Increased channel access and e-commerce capabilities with Horizon

Other

- Primarily radiometric instruments sold into applied markets

Highlights / Approach

Key Customers

Select Pharma
- MERCK
- gsk
- SANOFI

Select Biotech
- AMGEN
- Johnson & Johnson
- VERTEX
- moderna
- Juno Therapeutics
- RECUSION

Pharma / Biotech

Academia / Government

Other
PUTTING IT ALL TOGETHER

Where Life and Science Come Together

✓ Strong presence in discovery and pre-clinical research
✓ Unique value proposition spanning genotype to phenotype
✓ Opportunities to expand into new technology and application (e.g. 3D organoid, live cell, and patient-derived models) adjacencies
✓ Positioned for consistent, faster growth
Informatics Overview

Kevin Willoe, VP / GM Informatics
Informatics enables customers to fail fast and promote the right drug earlier.

1. Speed to Market
2. Productivity
3. Success Rate

Streamlining disparate data to more quickly analyze and catalyze decision making within Research and Clinical.

Customer Challenges:

- Large amounts of disparate data
- Siloed applications
- Large amount of time and resources spent on IT

Portfolio of products which form the connective tissue of a unique digital ecosystem.

Driving better outcomes and efficiencies.
VERSATILE AND SCALABLE R&D INFORMATICS PLATFORM TO ENABLE BETTER SCIENCE

Decision Support

Data Analytics & Visualization

Future-Proof ELN

Data Integration

SEARCH

ANALYZE

DEcIDE

Customer Data Lake

OneSource

Clinical Trial

Animal Study

Clinical Applications

Translational Applications

Spotfire Tools

Advanced Lab Notebook

Mining of disparate data sets

Organizational Collaboration

Accelerate Outcomes & Abet Smarter Insights

Additional Layer of Insights

Decision Support

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Additional Layer of Insights
Solutions help customers make *smarter decisions, more effective treatments, and enable scientific breakthroughs*

- **$140M** Revenue*
- **+$DD** Organic Growth**†**
- **35%** Adj. Operating Margin†
- **$2B** Served Addressable Market

* Assumes mid-point of 4Q20 guidance range; ** Average annual organic growth (2018-2019), † Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)
### IMPROVING RESEARCH OUTCOMES

#### PKI Solution: Signals Research Suite

- **Cloud-based, scalable technology platform** allowing customers to integrate, search, and analyze disparate data.
- Unified scientific data processing for all in vitro and in vivo raw instrument data.
- A cloud-native solution for capturing and organizing data and collaborating on experiments.
- Modern analytics to pick the best drug/new-material candidates.

#### Efficiency and Performance Benefits

- **20% Reduction in Redundant Efforts**
- **40% Productivity Gain vs. Current ELN**
- **60% Reduction in IT Footprint**

### Common Customer Challenges

- Multiple legacy systems not meeting current expectations for seamless experience
- Existing data management solutions too narrow in scope

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Efficient deployment of much more capable and integrated solutions covering ELN, instrument data processing and data management.
Common Customer Challenges

- Too much reliance on CROs for data inputs which affect strategic decision making
- Changing regulatory requirements
- Inability to identify safety issues earlier in the trial

Self-guided workflows for more effective clinical trial monitoring and earlier identification of safety signals across internal and external data sets

PKI Solution: Signals Clinical Suite

- Enables researchers to identify biomarkers that allow for better cohort selection and improved patient stratification
- Effectively monitors trial safety, efficacy, and data quality and enables rapid response to protocol amendments
- Identifies and communicates milestone, recruitment, site, and protocol deviation challenges to the entire team

$100k PER TRIAL IN COST SAVINGS

50% PRODUCTIVITY GAIN

10% REDUCTION IN CRO COSTS

Improving Clinical Outcomes

IMPROVING CLINICAL OUTCOMES
Modern Scientific Informatics Solutions Built with 20+ Years of Experience

- Modern Presentation UI
- APIs
- Stateless Microservices
- Data Stores
- Compute & Reshape
- Text, Chemistry & Biology indexing

Built from the Ground Up for SaaS with *Cloud Native Tech Stack*

Best of Breed Technologies *Integrated for Scalability, Reliability, & Security* Across the Enterprise

**ENABLING TECHNOLOGIES**
- AWS
- Kubernetes
- Spark
- Elastic
- Ceph
- React
- VERTX
### How We Win

<table>
<thead>
<tr>
<th><strong>Commercial Flexibility</strong></th>
<th>✓ Providing both <strong>best-in-breed point solutions</strong> as well as <strong>end-to-end enterprise solutions</strong></th>
<th><strong>95%</strong> Renewal Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ Focused on user adoption and expansion with personalized training, white glove support, and overall organizational success</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Scientific &amp; Application Expertise</strong></th>
<th>✓ <strong>20+ years of experience</strong> providing solutions to the research and clinical markets</th>
<th><strong>30%</strong> PhDs in FAS/Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ Provide seamless technical, scientific and business expertise</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Technology Leadership</strong></th>
<th>✓ Rebuilt core platform into a best-of-breed <strong>native-SaaS platform</strong></th>
<th><strong>1/3</strong> of orders on SaaS Signals Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ Recognized as the new technology leader across all the core pillars of our strategy</td>
<td></td>
</tr>
</tbody>
</table>
**Broad Customer Base With Notable Strength in Pharma**

- **4,000+ Customers**

**Life Sciences**
- 100% of Top 20 Pharma / BioPharma
- Best of breed solutions across market segments
- Leverage experienced enterprising selling team
- Deep service delivery capabilities

**Chemical and Agro-chemical**
- 16 of the Top 20 chemical companies
- 6 of the Top 10 agrochemical companies
- Employ mixture of traditional enterprise and low touch selling
- Develop industry-specific domain expertise

**Key Customers**
- GSK
- MERCK
- Johnson & Johnson
- Pfizer
- Novartis
- REGENERON
- Corteva Agriscience
- Syngenta
- BASF
- Dow
- ExxonMobil
- PEPSICO
- IFF

**Highlights / Approach**
- Life Sciences
- Chemical and Agro-chemical
- Other

**Segments**
- Life Sciences
- Chemical and Agrochemical
- Other
- Agrochemical
- Specialty Chem
- Other
**WHERE WE’RE HEADED: CONTINUOUS INNOVATION OF OUR ECOSYSTEM**

**Current Position**
- Gold standard chemical communications software
- Leading suite of ELNs and data visualization

**Where We’re Headed**
- Aligning innovation to biggest customer needs on foundation of a cloud-native SaaS built from the bottoms up

**Digital Ecosystem**

**Collaborative innovation with our Customers**
- Agile development process enables us to quickly incorporate customer feedback into our solutions
- Continued expansion into Pharma 21+, Agrochemical, and Chemical organizations

**Select Competitors**
- idbs
- BIOVIA
- dotmatics
- Benchling

**Continue to expand our solutions, with an increased focus on Biologics, Formulations, and Registration**

**White Space**
PUTTING IT ALL TOGETHER

Best-in-class solutions across portfolio

Shift from on-premise to cloud is in early innings

Actively investing to expand applications that can be layered on top of core portfolio (large molecule, formulations, molecular biology)

Positioned for consistent, faster growth
OneSource Enterprise

Gary Grecsek, VP / GM OneSource Enterprise Laboratory Services
Evolving market need for lab services

IRR of Pharma R&D is declining, driving need for outsourcing and partnerships to de-risk R&D operations, increase uptime, and improve lab productivity

Old Break and Fix Model  Full-Service “Outcomes” Partner

OneSource has expanded its service offerings to meet market needs, and today offers a complete, all-in-one solution

- Specialized for laboratory needs
- Complete suite of solutions
- Scale, global presence
BREAKING DOWN ONE SOURCE

OneSource = Core Services + Enterprise Services

~$700M Total Revenue

Market Dynamics

+ MSD Growth
✓ Outsourcing trend
✓ Expanding market

+ LSD Growth
✓ Converting instrument placements
✓ Increasing attach rate

Today’s Focus

Enterprise
Multi-vendor lab services

Core
Service for DAS Instruments

Focused on Addressing Key Customer Needs

240+ Enterprise Customer Programs
200,000+ Enterprise Assets Under Care

#1 Asset Management

Attractive TAM of ~$10B with favorable market dynamics

* Assumes mid-point of 4Q20 guidance range
**Enterprise At A Glance**

Empowering *scientists to focus on science* by providing *multi-vendor services* to help manage their *laboratory workflows*.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>60%</td>
<td></td>
<td>10%</td>
<td>$2B</td>
</tr>
<tr>
<td>Europe</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APAC</td>
<td>5%</td>
<td></td>
<td></td>
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</tbody>
</table>

* Assumes mid-point of 4Q20 guidance range; ** Average annual organic growth (2018-2019); † Reconciliations of these non-GAAP items to GAAP are provided on our website and here [link](#)
TRUSTED WHITE GLOVE PORTFOLIO ACROSS THE PHARMA WORKFLOW

Early-Stage Research

Discovery

Development

Manufacturing

Upstream

Downstream

Attractive enabling franchises: higher-margin & faster growing segments

ASSET SERVICES

70-80% of revenue

Instrument Service & Repair

Asset Onboarding & Disposition

TECHNOLOGY SERVICES

20-30% of revenue

Asset Utilization, Informatics & Analytics

RFID

Data Services

PROFESSIONAL SERVICES

Relocation

Compliance

Lab IT & Scientific Support

Select Competitors

Market Landscape

#1 Top 20 pharma provider

Limited global capabilities outside of asset services

Life Science Providers

Broad Facility Managers

Lacking scientific expertise; often regionalized

CrossLab

unity lab services

avantor

sodexo

CBRE
### How We Win

<table>
<thead>
<tr>
<th>SPEED &amp; SCALE</th>
<th>CUSTOMER INTIMACY</th>
<th>TECHNOLOGY BEACHHEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Broadest set of capabilities including asset management, lab performance analytics, and professional services</td>
<td>✓ Flexibility to align with client culture and business objectives allowing PKI to grow with the customer</td>
<td>✓ Provide technology solutions that improve service delivery, customer experience, and provide insight</td>
</tr>
<tr>
<td>✓ 1,650 technical experts strategically dispersed across 9 service hubs designed for rapid response &amp; decisions</td>
<td>✓ Fully integrated into client's scientific workflows through professional services</td>
<td>✓ Enable clients to harness the power of data to optimize lab efficiency</td>
</tr>
<tr>
<td>✓ New: Internal investments in automation to drive productivity within Enterprise, providing downstream benefits to our customers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NEW**

- 50% of manual processes being automated
- 25% increase in productivity & data quality
- 20% decreased cycle time

<table>
<thead>
<tr>
<th>Source: Example</th>
</tr>
</thead>
</table>

**660**

Dedicated and onsite personnel

**200,000**

Connected assets
### Enterprise value proposition for Pharma

- **Unparalleled Speed & Scale**
- **Deep Customer Intimacy**
- **Unique Technology Beachhead**

### Key Account won given ability to scale a full suite of solutions:

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Services</td>
<td>&gt;40,000</td>
</tr>
<tr>
<td>Professional Services</td>
<td>260+</td>
</tr>
<tr>
<td>Technology Services</td>
<td>15</td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td><strong>Sites Globally</strong></td>
</tr>
</tbody>
</table>

### Demonstrated success delivering enhanced value tipped the scales:

- Increasing our customer’s **time for science by 25%** …
  - Supplier & contract management **10%**
  - Asset troubleshooting **5%**
  - Service call management / resolution **10%**

- … while **investing in automation** to deliver
  - More predictable outcomes
  - Increased accuracy & data uniformity

### Example:

- Unpredictable outcomes
- Reduced accuracy & data uniformity
... OR DRIVE HIGH-VALUE GROWTH THROUGH DEEP CUSTOMER INTIMACY ...

Unparalleled Speed & Scale

Deep Customer Intimacy

Unique Technology Beachhead

Largest Enterprise Customer
Deploying full suite of available services

- 30,000+ assets serviced with more than 75,000 assets relocated
- Annual transactions include >20,000 instrument changes, >6,000 repairs and 2,000 calibrations
- Remote Service and Cyber Resilient program installations

Strategic key account grown over time into full suite, high-value services:

- Started small Asset Services Program with 3 PerkinElmer Service Engineers
- Expanded program and added ~30 additional dedicated staff across 2 sites
- Expansion to additional sites in the US, Europe, and Canada
- Additional professional & scientific services including Lab IT, Compliance, & Relocation

2006 — Daily interactions driving customer intimacy and account growth —> Today
... WITH TECH SERVICES AS A KEY ENTRY POINT FOR NEW ACCOUNTS

Enterprise value proposition for Pharma

Unparalleled Speed & Scale

Deep Customer Intimacy

Unique Technology Beachhead

Key account won on the strength of PKI’s technology services:

2019 — After winning with technology, PKI executed a multi-million-dollar expansion with asset management and scientific services — Today

- Identified Asset Genius as a tool to offer immediate value to customer
- Key enabler of customer intimacy

PKI Asset Genius

Collects and compiles data around how laboratory assets are deployed, utilized and managed

User-friendly, interactive dashboard and lab metrics

Cloud-based business intelligence

10,000+ Assets using Asset Genius to drive productivity

3 Year technology subscription

Unmatched Speed & Scale

Deep Customer Intimacy

Unique Technology Beachhead
LONGSTANDING RELATIONSHIPS ACROSS END MARKETS

Enterprise supports more than 800 customers worldwide
WHERE WE’RE HEADED: TRUSTED PARTNER TO ENABLE TECHNOLOGY-RICH LAB OPERATIONS

Customer Need / Where Market Is Headed

- Digitalized, lab of the future with increasing need for discovery services in addition to QA/QC
- Centralized relationship management with highly visible in-lab support
- Data rich, analytics driven
- Reproducibility of scientific data

Enterprise Positioned Well with Foundational Technology Suite

- Asset Genius
- RFID
- Next Gen Portals
- Dashboards
  - KPIs, Financial Reporting, Benchmarks

Next Gen Informatics aimed at aggregating disparate data for remote lab mgmt.
Putting It All Together

Laboratory solutions taking labs where their science leads

- Favorable structural trends
- Accelerating adoption of technology & professional services
- Shift to next-generation digital lab creates new opportunities
- Positioned for consistent growth & improved profitability
Summary

Jamey Mock, SVP & Chief Financial Officer
**Addressing Our Customers’ Largest and Evolving Needs**

**Portfolio well positioned to address customers’ current challenges ...**

- **Speed to Market**
- **Productivity**
- **Success Rate**

**... while also aligning PerkinElmer to address challenges of the future**

- Making the biologically complex routine
- Empowering digitization & cross functional analysis
- Promoting the modular lab via automation & outsourcing
**PUTTING IT ALL TOGETHER: LIFE SCIENCES**

**PAST 2 YEARS (2018 – 2019)**

<table>
<thead>
<tr>
<th>Category</th>
<th>2018-2019 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organic Growth</strong></td>
<td>&gt;6%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>23%</td>
</tr>
<tr>
<td><strong>Recurring Revenue Mix</strong></td>
<td>72%</td>
</tr>
<tr>
<td><strong>Capital Deployed</strong></td>
<td>$600M</td>
</tr>
</tbody>
</table>

**PRIMED TO CONTINUE THROUGH STRONG VALUE CREATION**

<table>
<thead>
<tr>
<th>Category</th>
<th>Market CAGR</th>
<th>PKI 2021+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery</td>
<td>5-6%</td>
<td>6+%</td>
</tr>
<tr>
<td>Informatics</td>
<td>8-10%</td>
<td>10+%</td>
</tr>
<tr>
<td>OneSource Enterprise</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Analytical</td>
<td>3-4%</td>
<td>3-4%</td>
</tr>
</tbody>
</table>

**Total Life Science**

- **5-6%**
- **6+%**

**WAMGR*** 55% of DAS positioned for >MSD organic growth

**Outperformance**

- Favorable mix shift
- Share gains
- Gains offset prudent portfolio management
- Stem share loss via commercial focus + NPIs
- 55% of DAS positioned for >MSD organic growth

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* Avg annual organic growth (2018-2019), ** Includes potential Horizon Discovery acquisition, *** WAMGR = Weighted Average Market Growth Rate, † Reconciliations of these non-GAAP items to GAAP are provided on our website and here (link)
Q&A

Jamey Mock, Alan Fletcher, Kevin Willoe, and Gary Grecsek