INVESTOR DAY 2026 | November 13

Powering scientific intelligence

Transforming insight into impact

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Welcome and Opening Remarks

Steve Willoughby

Senior VP, Investor Relations, ESG, Risk

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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, plans concerning business development opportunities, and acquisitions or divestitures. 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. 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 includes non-GAAP financial measures. Guidance for future periods is provided on a non-GAAP basis and cannot be reconciled to the closest GAAP measures without unreasonable effort due to the unpredictability of the amounts and timing of events affecting the items we exclude from these non-GAAP measures. The amounts and timing of such events and items could be material to our results prepared in accordance with GAAP.

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Financial Disclosures

Estimated future results and historical growth rates presented and discussed today are based on 2026 pro forma guidance as provided on November 3, 2026 (2026E) and exclude:

- Immunodiagnostics business in China which is currently under a definitive agreement to be divested

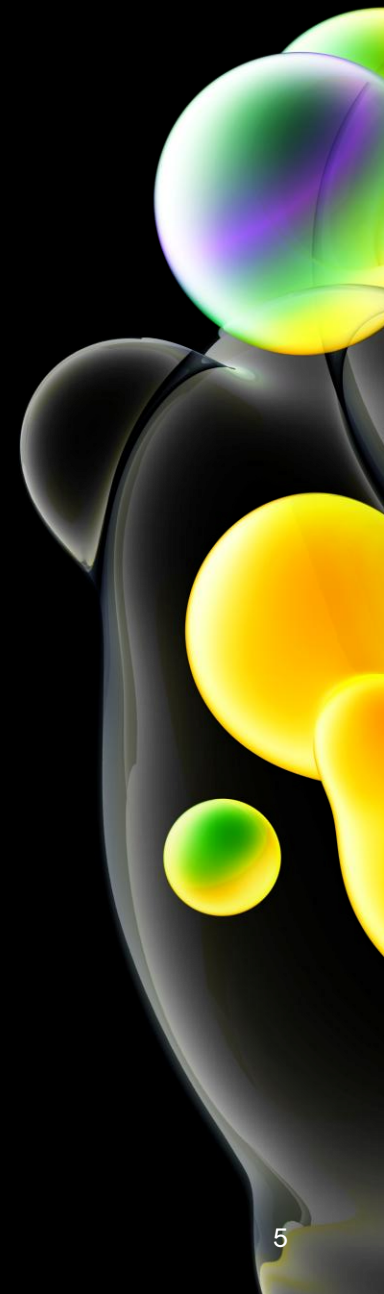
Key Definitions:

- LSD = 1-3%
- MSD = 4-6%
- HSD = 7-9%
- LDD = 10-12%
- LRP = Long-range plan
- ARR = Annual recurring revenue
- APV = Annualized portfolio value

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Agenda

1	**Welcome**	**Steve Willoughby** | Senior VP, Investor Relations, ESG, Risk
2	**Company Overview**	**Prahlad Singh, PhD** | President and CEO
3	**Signals Software Overview**	**Kevin Willoe** | President, Signals Software
4	**New Era of Scientific Discovery**	**Craig Monell, PhD** | Senior VP, Reagents **David Gosalvez, PhD** | Chief Strategy Officer, Signals Software
5	**Driving Operational Success and Creating Long-Term Value**	**Max Krakowiak** | Senior VP, CFO



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Powering scientific intelligence

Prahlad Singh, PhD

President and CEO

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Revolutionizing science and transforming human lives through groundbreaking innovation



Our purpose

Expanding the boundaries of human potential through science

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We are an innovative and differentiated Life Sciences and Diagnostics company

Diagnostics delivering durable growth

Strong positions in specialty clinical areas

Life Sciences providing scientific answers

Unique reagents, instruments and software capabilities

Connecting critical workflows

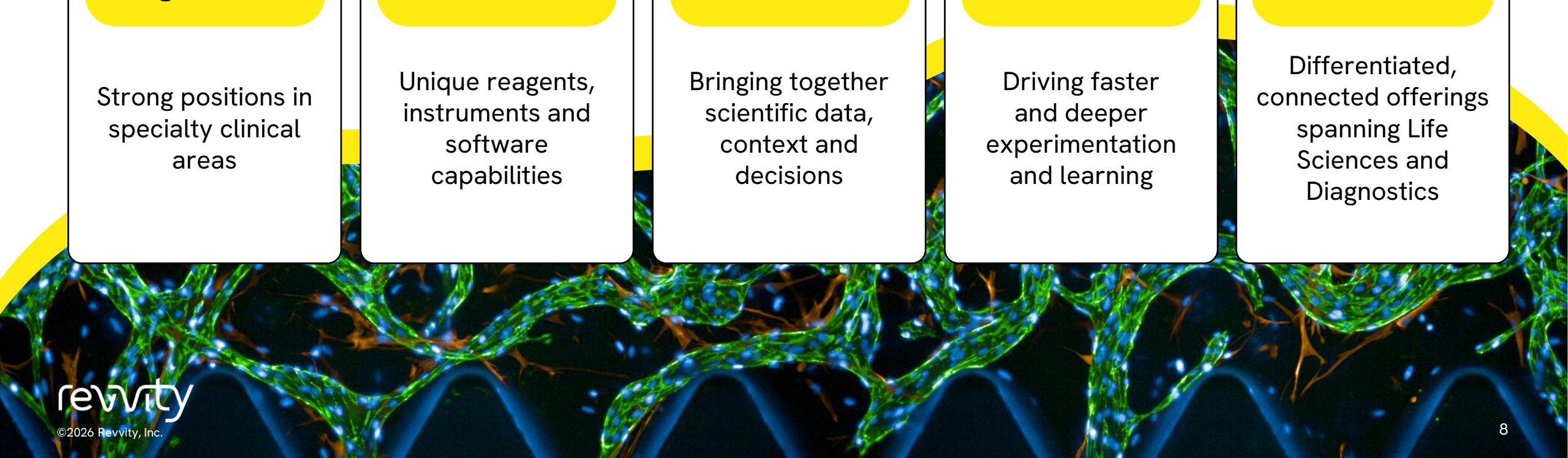
Bringing together scientific data, context and decisions

Positioned for the future of drug discovery

Driving faster and deeper experimentation and learning

Advancing science and improving health

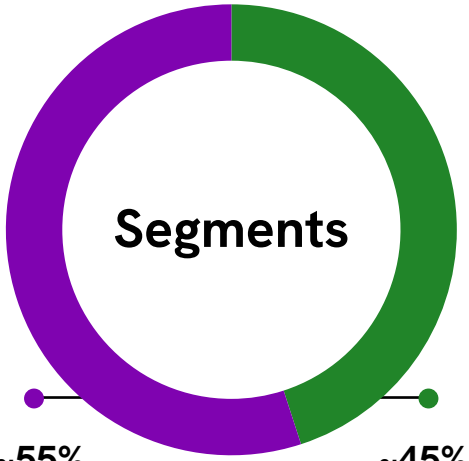
Differentiated, connected offerings spanning Life Sciences and Diagnostics

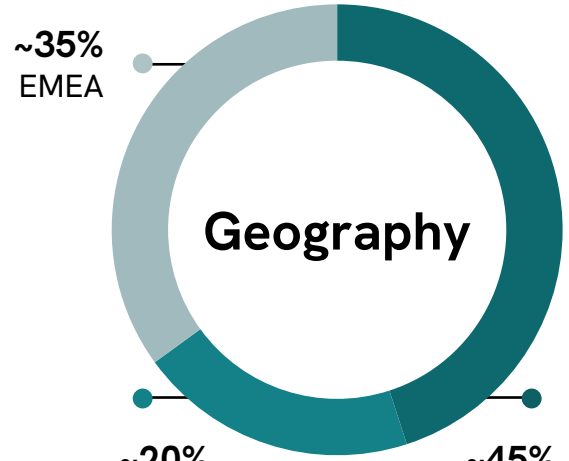


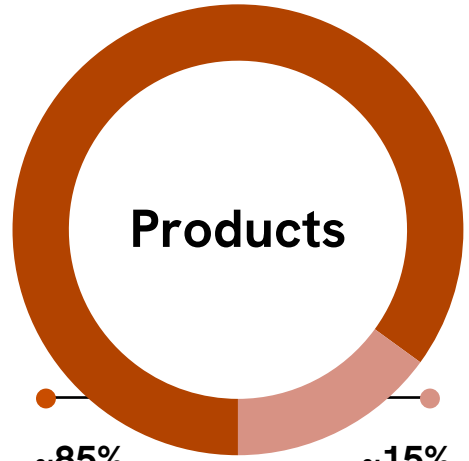
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Revvity at-a-glance

2026E Revenue: ~$2.9B







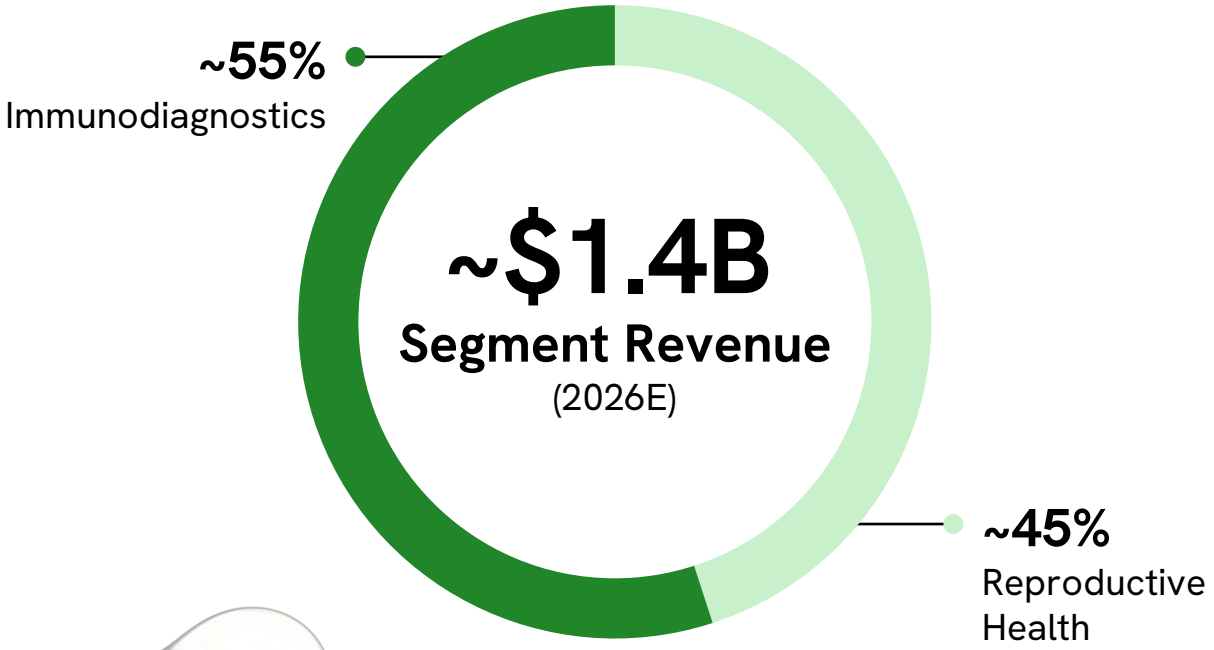
*Consumables, services and software

Powered by ~**10,000 employees** collaborating to pioneer groundbreaking solutions

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Diagnostics at-a-glance

Offering **complete screening solutions** that enable earlier diagnosis, intervention and more informed treatment guidance



$30B+
Addressable market
MSD 5-year market CAGR

~90%
Recurring Revenue

- **Broad portfolio in specialty areas** spanning newborn, autoimmune and infectious disease screening
- **Strong innovation engine** and **global presence**
- **Automated workflow solutions** to meet unique customer needs

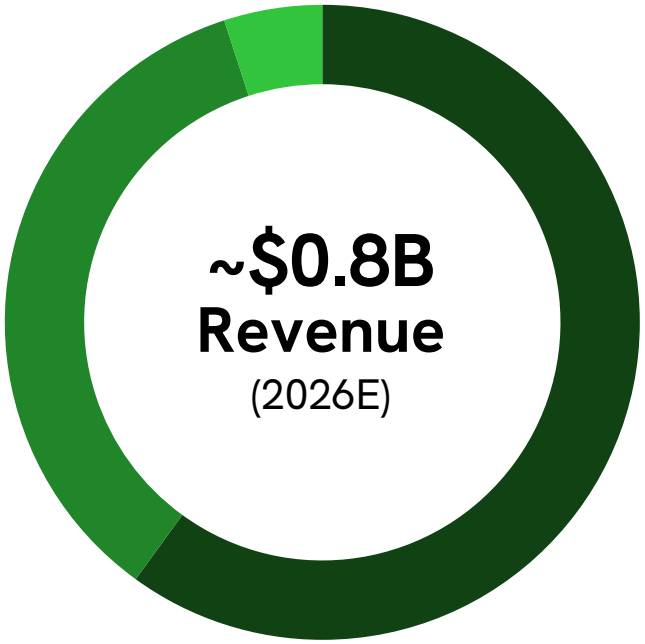
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Immunodiagnostics at-a-glance

Strong positions in:

Autoimmune
A global leader with broad testing menu

Infectious disease
Continuing to improve positioning in this high-growth market



~60%
Autoimmune

~35%
Infectious disease

~5%
Allergy & other

Specialized, high-growth Immunodiagnostics business

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Highlighting our Immunodiagnostics portfolio

Select offerings:

Autoimmune

A **comprehensive menu** of highly sensitive tests, innovative automation and AI-supported software for **non-routine, specialized autoimmune diagnostics**



Autoimmune assays



Automated analyzers

Examples: rheumatoid arthritis, multiple sclerosis, lupus and **80+** rare conditions

Infectious disease

Acute and chronic infectious disease diagnostics across a range of automated throughput needs



Automated nucleic acid extraction



Infectious disease assays

Allergy & other

Comprehensive allergy testing solutions supported by automation solutions and specialized diagnostic expertise



Automation systems



Allergy assays

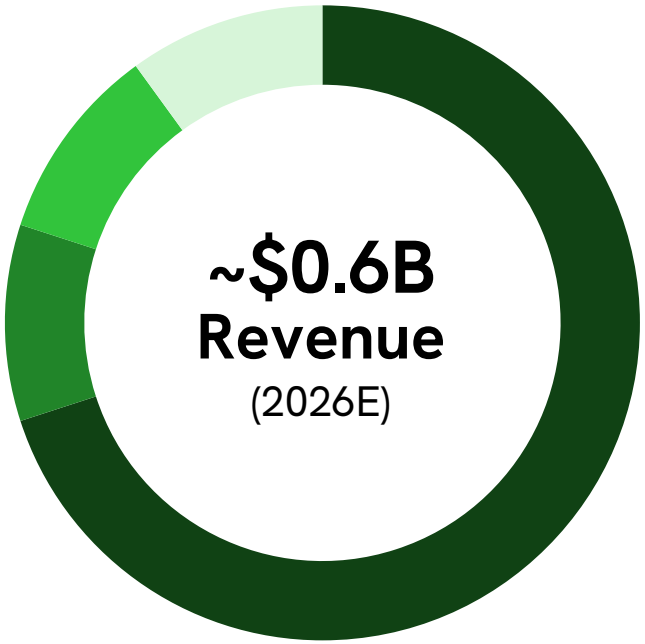
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Reproductive Health at-a-glance

#1 in Newborn Screening

- **40+ years** of newborn screening leadership
- **85+ newborn** lives saved daily
- Deep **integration** across **workflows** and strong **commercial execution** support sustainable above-market growth
- Established **global footprint** and strong presence in **public health NBS programs**



- **~70%** Newborn screening
- **~10%** Maternal and prenatal health
- **~10%** Cord blood banking
- **~10%** Multiomics services

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Highlighting our Reproductive Health portfolio

Select offerings:

Newborn screening

Offers **complete workflow solutions from sample to result**. Over 760M infants screened using our advanced technologies



NBS immunoassay system

Maternal & prenatal health

Provides **full workflow offerings** for all trimesters, including products for NIPT and pre-eclampsia



Placental growth factor (PIGF) testing

Cord blood banking

Delivers **newborn cord blood and tissue banking services**, from collection through long-term storage



Cord blood banking kits

Multiomics services

Leverages **multiomics-based technologies** to provide **insights** into diagnosis, monitoring and treatment

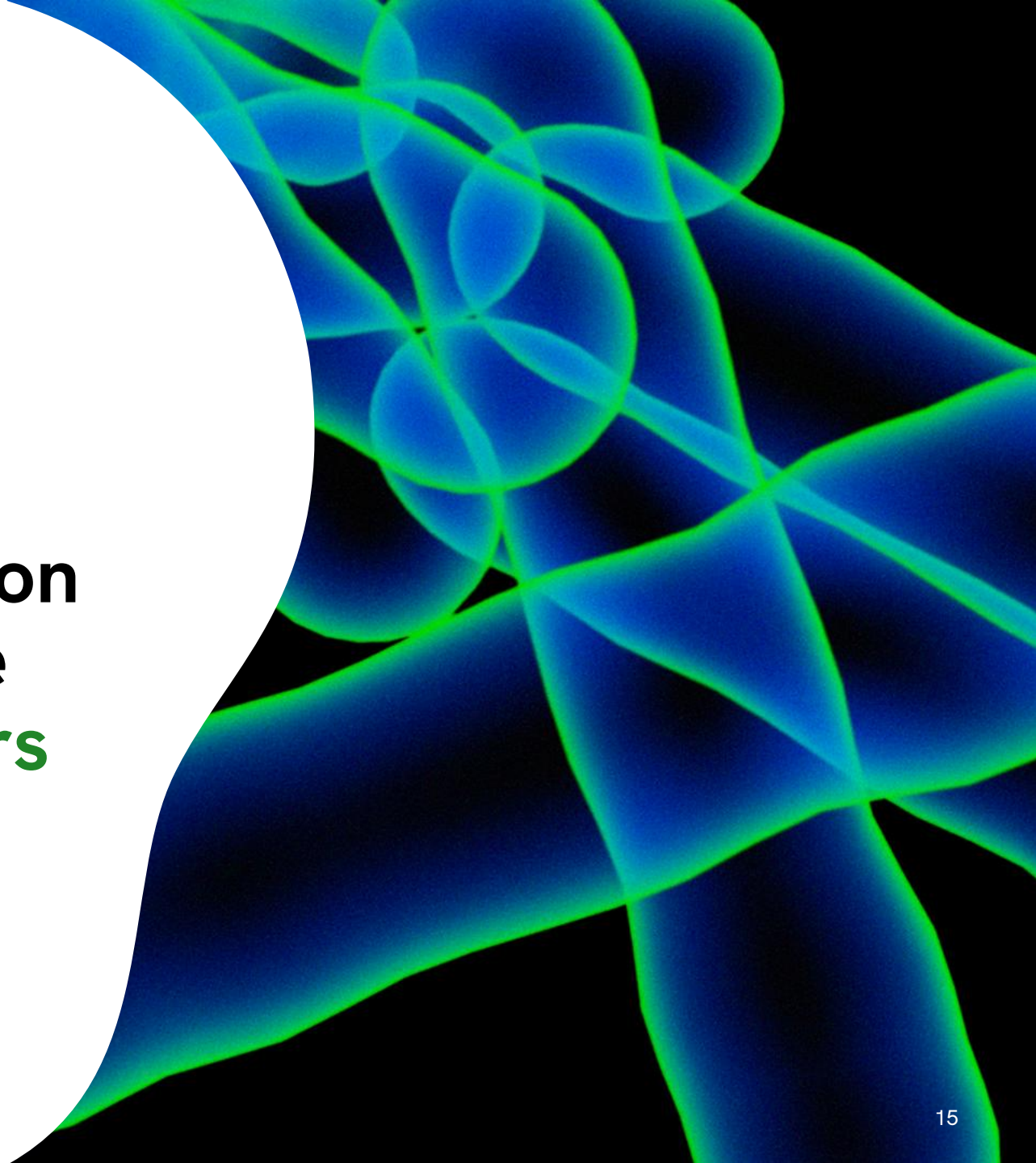


Whole genome sequencing

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Our unique positions in specialty diagnostics provide a strong foundation to expand access to more actionable clinical answers



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Building a nephrology portfolio with high-value testing and next-generation biomarkers

9 in 10 adults who have chronic kidney disease are undiagnosed

Expanding our autoimmune portfolio to provide patients with diagnostic answers and help monitor response

Driving innovation through multiple testing technologies

ELISA | IIFT | ChLIA | Immunoblot

An IVD portfolio that...

- Identifies the autoantibodies behind immune-related disease
- Assists treatment response
- Assesses kidney function

Identifying biomarkers that...

- Explore immune-related damage to kidney filters
- Study inflammation in kidney disease

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Source for U.S. kidney disease diagnoses: CDC

Shaping the future of newborn screening

We offer comprehensive workflows and are a global market leader in dried blood spot testing



Looking ahead: One **complete NGS workflow for newborn screening labs**, enabling an **integrated screening solution**

LIMS and data analysis integration across workflow

1. **Sample collection**
2. **Extraction and QC**
3. **Library prep and QC**
4. **Sequencing services**
5. **Analysis software**

- ✓ **Configurable** to a customer's laboratory
- ✓ Access to our highly curated **proprietary genomic database**
- ✓ **Integration** with existing **NBS software**
- ✓ Global **lab network ready to support our customers**

Continuing to advance newborn screening through complementary approaches

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Building on our newborn leadership to expand into population screening



Developing a multiplex assay from one dried blood spot

Leveraging screening relationships and dried blood spot expertise

Our integrated capabilities

- **BioLegend:** High-quality, validated reagents
- **Euroimmun:** Automation and disease area expertise
- **Reproductive Health:** Commercial scalability and assay development
- **Global lab footprint:** Screening services

Future applications



Type 1 Diabetes



Autoimmune thyroid disease



Celiac disease

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Bringing together differentiated capabilities to advance precision medicine

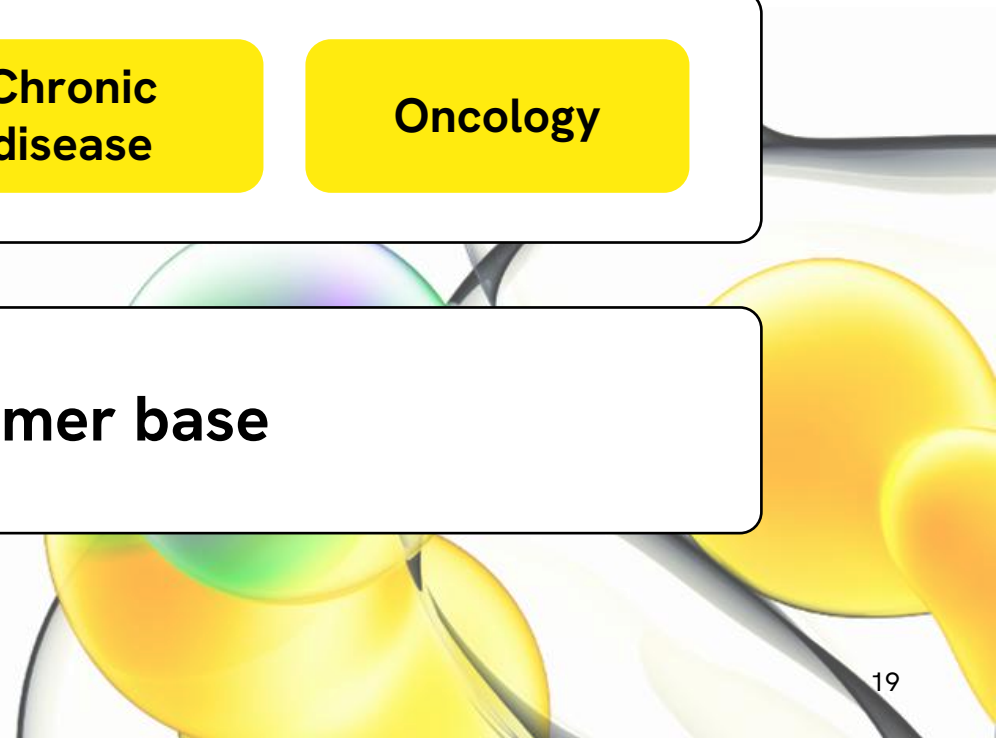
Bridging the gap from discovery to cure

Life Sciences + Diagnostics

Applying our portfolio to diverse applications

Rare disease | Chronic disease | Oncology

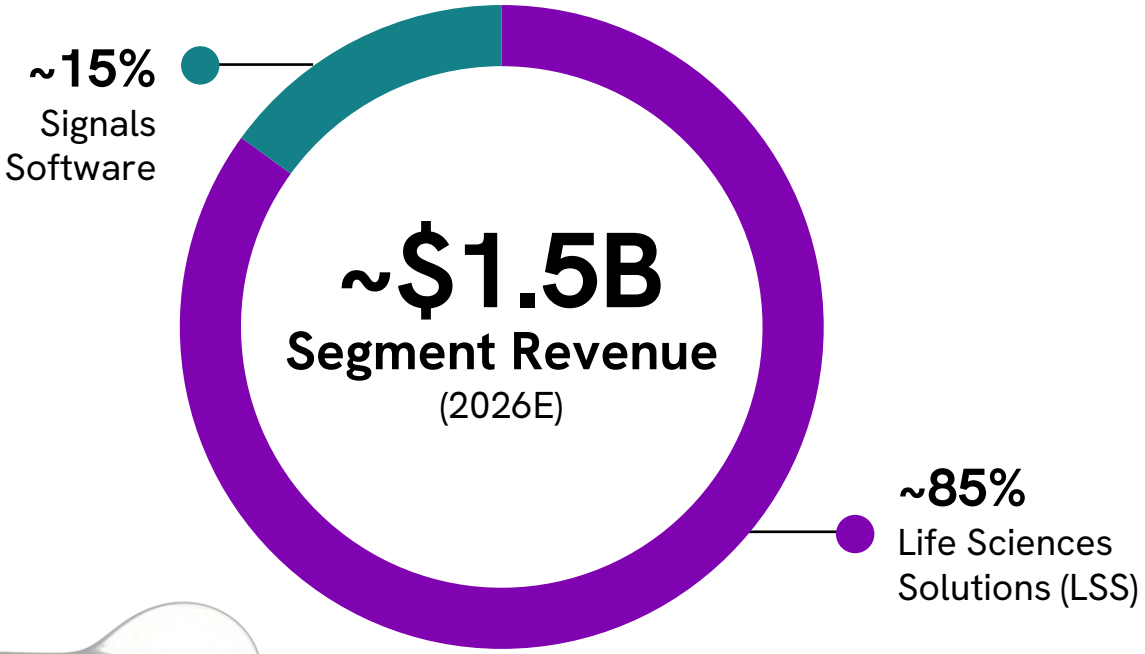
Supporting an innovative customer base



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Life Sciences at-a-glance

Driving differentiation through an **integrated portfolio** of **Reagents & Instruments (LSS)** and **Signals Software** that power scientific discovery



$30B+
Addressable market
MSD 5-year market CAGR

~85%
Recurring Revenue

- Portfolio spanning **automation, imaging, detection, cellular analysis, reagents and software**
- Consistent track record of **innovation** and **novel IP**
- **Integrated solutions** help customers generate **richer data, accelerate decisions** and **improve research outcomes**

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Signals Software at-a-glance

Leading provider of scientific SaaS

Empowering scientists and decision-makers to **gain critical insights** from data analytics, accelerating informed decisions



From in-silico to the wet lab…





…and from small molecule to novel therapies

~$260M
2026E Revenue

46/50
top pharma and biotech companies

1M+
users across 4,000+ customers worldwide

#1
ELN (Electronic Lab Notebook) provider

Broad adoption
in pharma research with expansion opportunities in development & manufacturing

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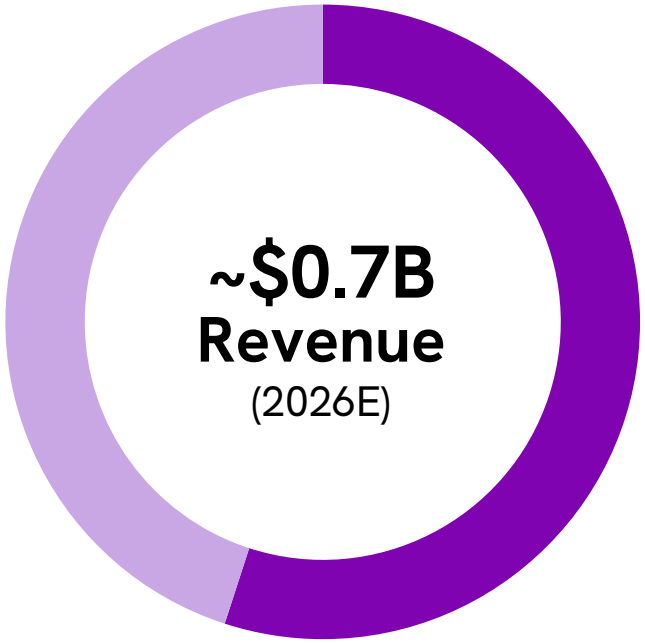
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Reagents at-a-glance

Reagents supporting research from **early discovery** through **drug development**

- Dedicated **global Centers of Excellence**, supporting reliable supply and faster delivery to customers
- Unique **biomarker development and detection** capabilities
- Offers **assays** that help customers gain deeper insights into cellular biology

75k+ reagents offered



~55%
RUO antibodies

~45%
Research reagents

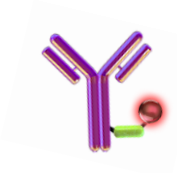
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Highlighting our Reagents portfolio

Select offerings:

RUO antibodies

Features reagents and consumables, including **antibodies for flow cytometry**, recombinant proteins and multiomics assay kits



Antibody conjugates

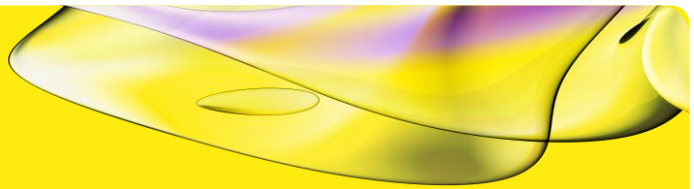
Research reagents

Offers reagents for cell **function and viability**, as well as **immunoassay kits** that provide an alternative to traditional ELISA



Alpha assays

Differentiated biological content, assay technologies and scientific expertise support critical workflows

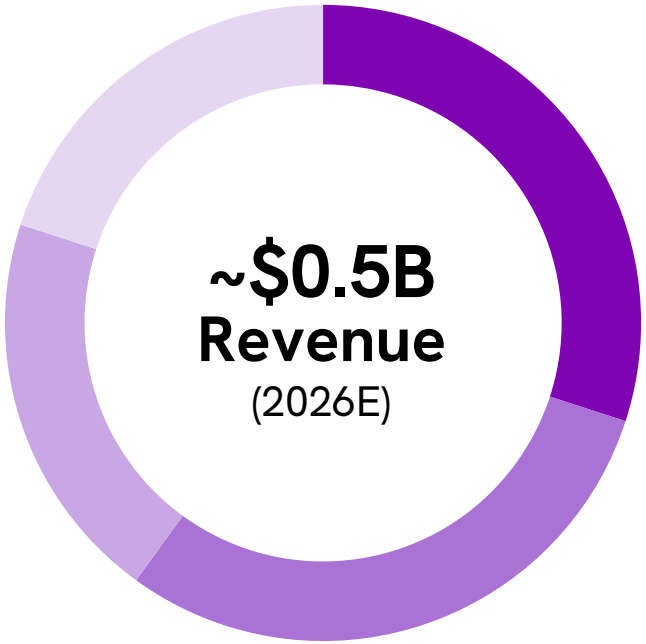


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Instruments at-a-glance

Providing expertise, technology and capabilities from **basic research** through **drug development**

- Global instrument **Centers of Excellence** provide specialized expertise to accelerate innovation
- **High-value instruments** with complementary reagents and software
- **Automating complex cellular analysis** to accelerate research



- **~30%** Cellular analysis
- **~30%** Sample prep & automation
- **~20%** In vivo imaging
- **~20%** Detection

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Highlighting our Instruments portfolio

Select offerings:

Cellular analysis

Offers **cell counters and high-content screening platforms** that provide a fast and accurate way to assess cells



Opera Phenix OptIQ™

High-content screening

Sample prep & automation

Automated sample preparation platforms across **liquid handling** and **robotics**



Fontus™

Liquid handling

In vivo imaging

Advanced preclinical imaging solutions (i.e. optical, microCT, ultrasound) with **user-friendly software** that leverages **AI integration**



IVIS Spectrum™ 2

Optical imaging

Detection

Multimode plate readers and **radiometric detection tools** to support functional insights

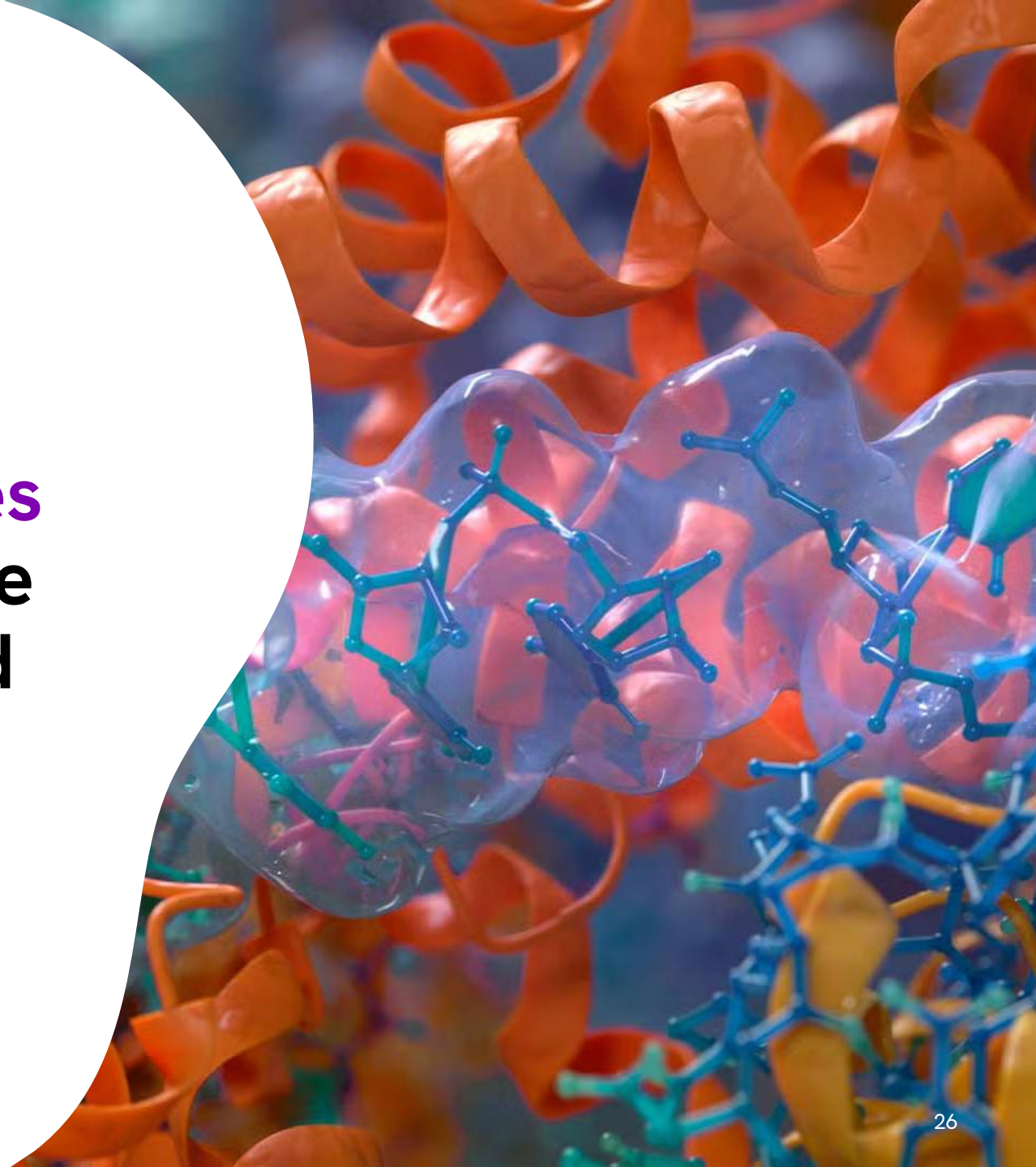


EnVision Nexus™

Plate reader

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Advancing the next generation of Life Sciences innovation with our unique reagents, instruments and software solutions

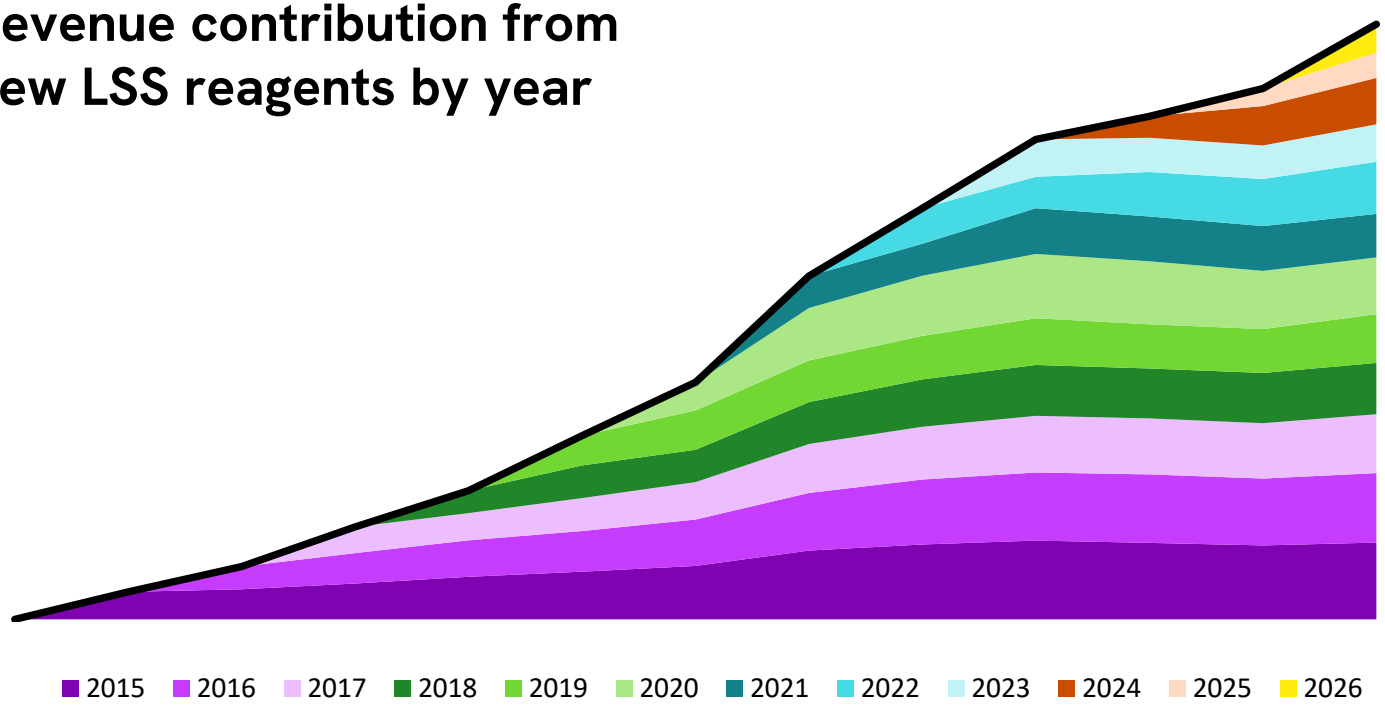


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Continuous innovation driving sustained growth

Expanding scientists' ability to generate high-quality biological data and accelerate discovery

Revenue contribution from new LSS reagents by year



~1,500 new reagents, kits and antibodies developed annually



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Innovative software drives additional value across our Life Sciences portfolio

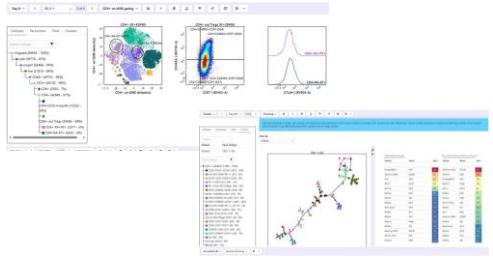
Image Artist™

- **Cloud-based, AI-powered HCS** and **cell imaging** analysis
- Accelerates **image processing** to turn data into insights



CytoScribe™

- **Cloud-based flow cytometry** data management and analysis
- Supports **panel design** and interpretation



Living Image™ Synergy AI

- AI-based, in vivo **image segmentation** and faster **data quantification**
- Combines **optical imaging**, **microCT** and **ultrasound** data

Multi-modal data:



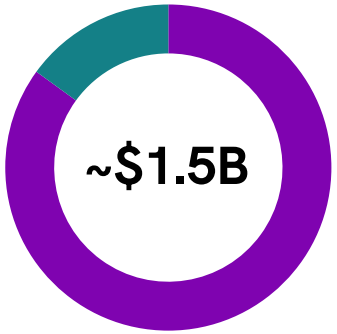
Integrating novel software from across Revvity into the Signals platform, helping researchers answer critical questions while creating differentiated competitive advantages

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Uniquely positioned in specialized, high-growth markets, serving a diverse customer base

Life Sciences

Segment breakdown
2026E Revenue

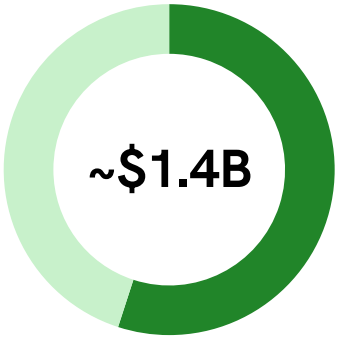


- **~85%** Life Sciences Solutions
- **~15%** Signals Software

Key customers

- Pharma / Biotech
- Academia / Government

Diagnostics



- **~55%** Immuno-diagnostics
- **~45%** Reproductive Health

- Public Health Labs
- Reference Labs
- Hospitals / Clinics

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What you will hear today

Revvity is:

A differentiated portfolio

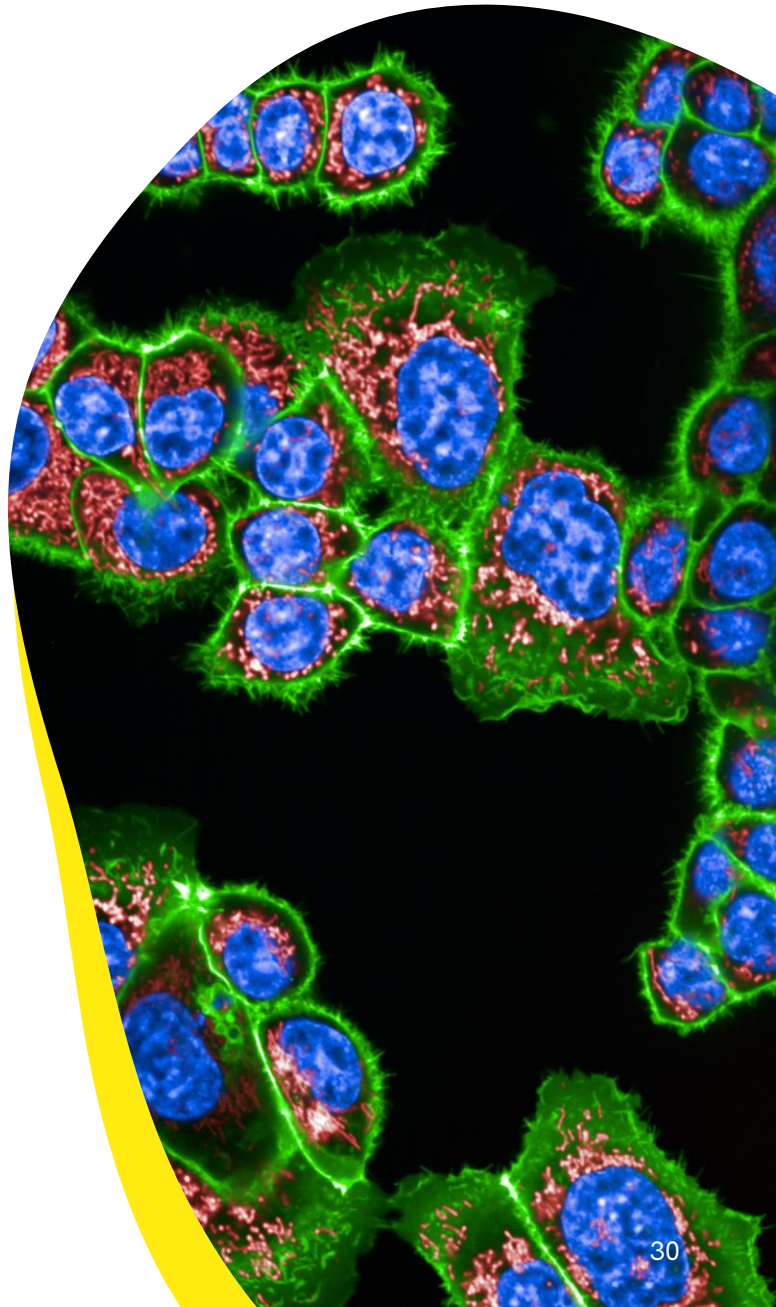
Strong positions across attractive Diagnostics and Life Sciences markets

Positioned for the future of scientific discovery

Unique capabilities across biology, measurement and data integration

Set to deliver compelling long-term value creation

Continued confidence in the long-range outlook



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Revvity Signals

Connecting the scientific workflow

Kevin Willoe

President, Signals Software

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Key Messages



SIGNALS SOFTWARE

Connecting scientific work & turning data into decisions

EMBEDDED IN HOW SCIENCE IS DONE

Digital system of record connecting scientific workflows from idea to creation

MORE VALUABLE AS SCIENCE TRANSFORMS

Unified platform enabling customers to realize greater value from accelerated data generation and AI-enabled workflows

PROVEN FOUNDATION FOR GROWTH

Scaled platform with a robust innovation engine driving sustainable long-term growth

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What *is* Revvity Signals™?

Scientific software that enables teams to plan and carry out research, understand their data and decide what comes next

What are we trying to create?



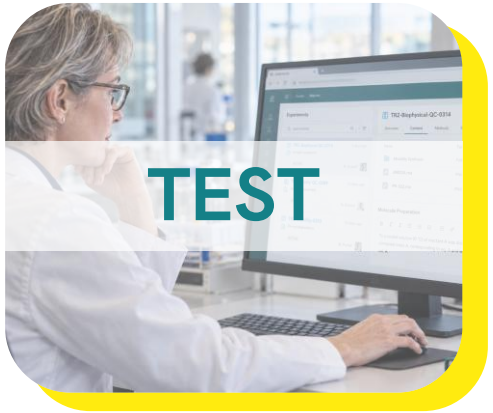
Develop ideas, explore predictions and plan experiments

How do we carry out the work?



Coordinate experiments and samples and record the work and results

What are the results telling us?



Analyze results, identify patterns and understand performance

What should we do next?



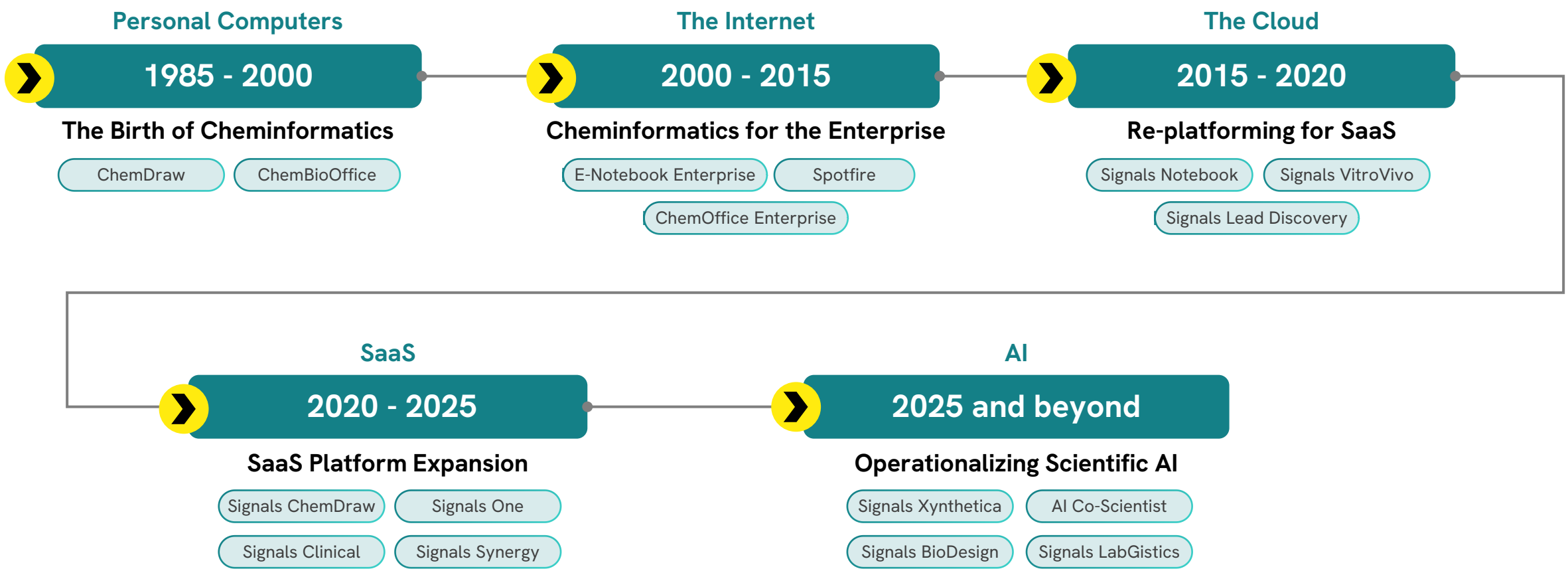
Prioritize promising ideas and determine the next steps

Supporting scientific workflows while creating a trusted foundation of data and experimental records for downstream development

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As technology has evolved…



…Signals has evolved with it

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Signals' operating metrics reflect the recurring, expanding nature of the business…

Key software metrics	APV **Annualized portfolio value** *Annual value of contracts assuming linear revenue recognition*	ARR **Annual recurring revenue** *Total expected revenue over the next 12 months from SaaS contracts*	SaaS penetration *% of annual revenue from cloud-based solutions (vs desktop)*	Net retention rate *Average renewal upsell minus average renewal churn*
2020	>$130M	~$10M	~5%	~107% historical average
	13% CAGR	47% CAGR	40% CAGR	
2026E	>$275M	>$100M	~35%	

Evolving beyond the traditional user-based model

Pay-per-use pricing
Customers pay for what they consume, not just user seats

Self-funding growth
AI investments generate direct revenue as customers consume more services

Storage-based pricing
As AI advancements drive increased data generation, customers pay to store it

…driven by customer retention, platform expansion and contracted portfolio growth

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Why customers choose Revvity Signals Software

- Transformational capabilities
- Depth & breadth
- Enterprise-grade security
- SaaS done right
- Scientific system of record
- Proven at scale



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Turning scattered scientific activity into a system of record

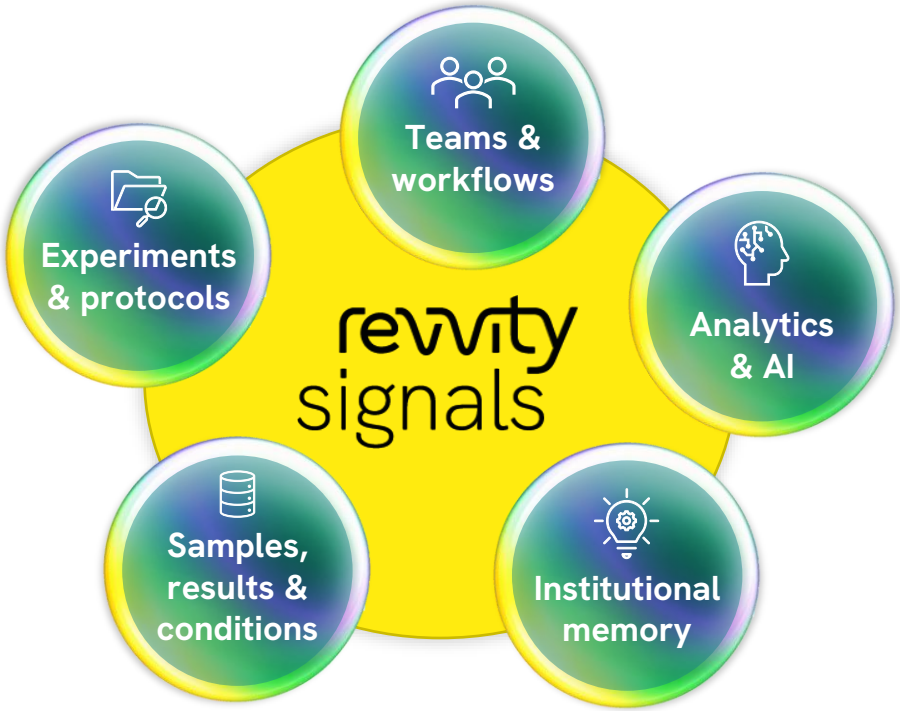
FRAGMENTED SYSTEMS

- Experiments & protocols
- Teams & workflows
- Analytics & AI
- Samples, results & conditions
- Institutional memory

Context lost between tools ❯ teams repeat work

A scientific system of record **preserving the context** behind every decision

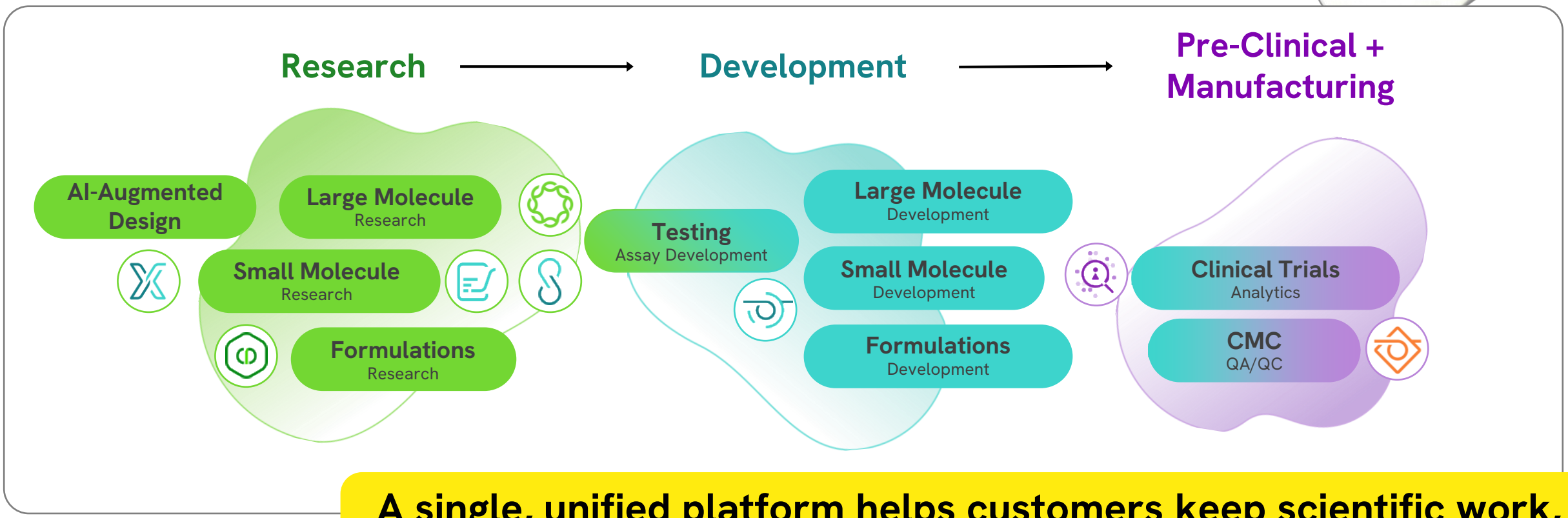
CONNECTED KNOWLEDGE



Context kept with the data ❯ teams reuse it

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Serving scientists across disciplines and the R&D lifecycle



A single, unified platform helps customers keep scientific work, data and decisions connected across the R&D lifecycle

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A comprehensive, unified software platform of modularized, transformative solutions

Revvity Signals Technology Framework - **SaaS done right**

ChemDraw

Innovative chemical drawing standard for small molecules and biopolymers

signalsNotebook

Intuitive data capture and collaboration with self-service integration

signalsOne

End-to-end support across multiple scientific disciplines

Key Module: signalsXynthetica

signalsBioDesign

Cloud-native planning, visualizing and simulating large molecule design

Spotfire™

Advanced scientific analytics and visualization platform

signalsSynergy

Novel CRO integration for seamless data capture and collaboration

signalsClinical

Just-in-time clinical trial data analytics

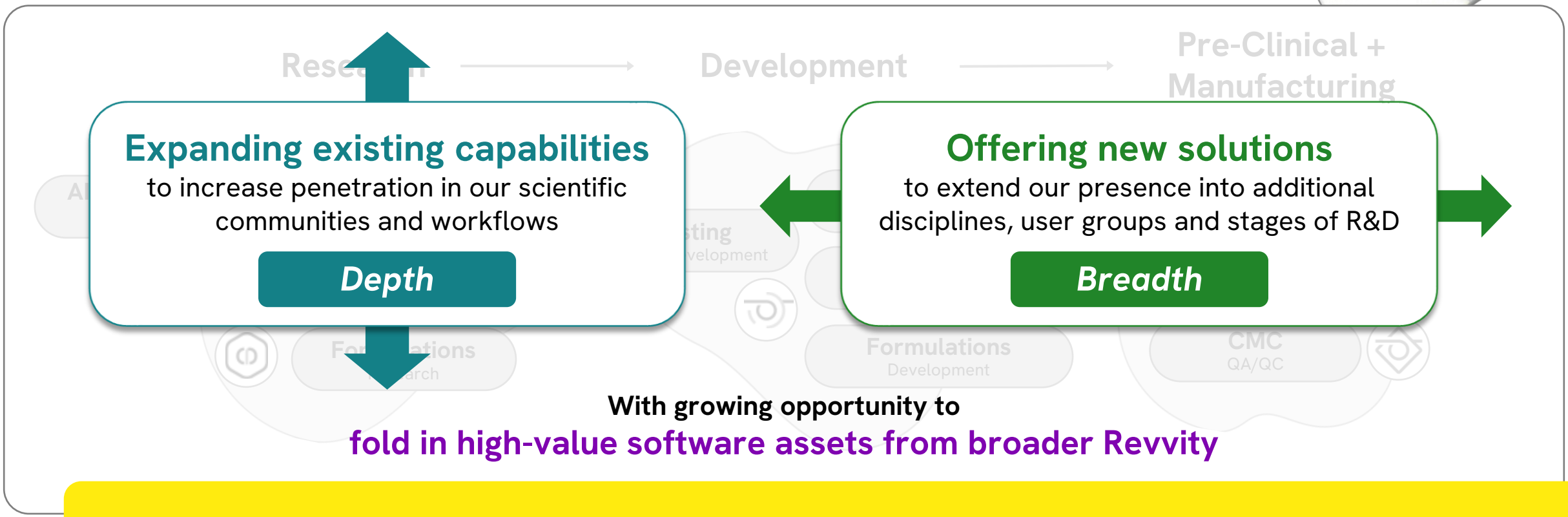
signalsLabGistics

Digitalize and unify complex scientific workflows to accelerate them

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Delivering unprecedented depth and breadth…



With growing opportunity to

fold in high-value software assets from broader Revvity

…and expanding reach across Tiers 2 & 3 Biopharma and Materials Science customers

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Streamlining scientific workflows across the R&D lifecycle with LabGistics™

Single source of truth for scientific operations



Innovation spotlight:

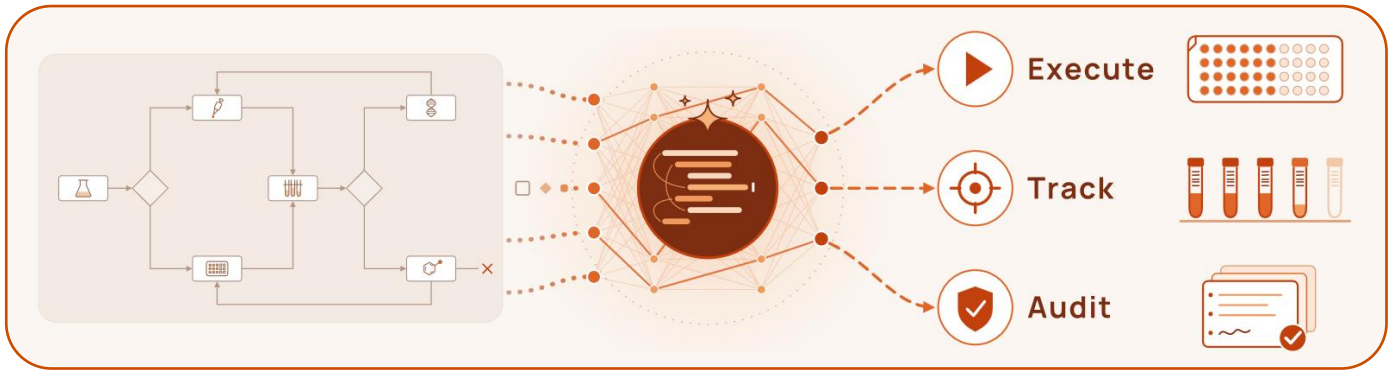
signalsLabGistics

Capturing the complexity of scientific work to accelerate it

Capture complex workflows using AI tools that convert SOPs and natural language descriptions into repeatable processes

Accelerate technology transfer through seamless handoffs between development and manufacturing processes

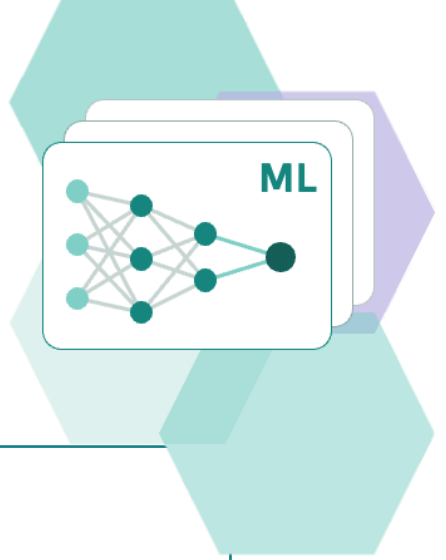
Simplify regulatory compliance by supporting documentation and traceability in GxP environments



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Helping scientists answer complex biological questions faster



Innovation spotlight:

signalsXynthetica

A scalable Models-as-a-Service offering that converges with the wet lab

Building on Signals One to enable a continuous learning system

- ✓ Flexible AI model ecosystem supporting **proprietary, third-party and Revvity-developed models**
- ✓ Seamless **integration of in-silico and wet-lab workflows** to accelerate scientific discovery
- ✓ **Secure** federated learning that connects insights while **protecting proprietary data**

Partnership spotlight:

Transformational Federated Learning platform

Lilly TuneLab™ X revvity signals

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The AI-driven transformation of science further expands Signals' opportunity

- Signals has evolved into a broad, connected scientific platform
- The platform is embedded in customer workflows and serves as a scientific system of record
- Expansion and innovation have produced a scaled, recurring-revenue business with accelerated growth potential

AI, models and the convergence of digital and experimental workflows are transforming how science is done



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Craig Monell, PhD
Senior VP, Reagents



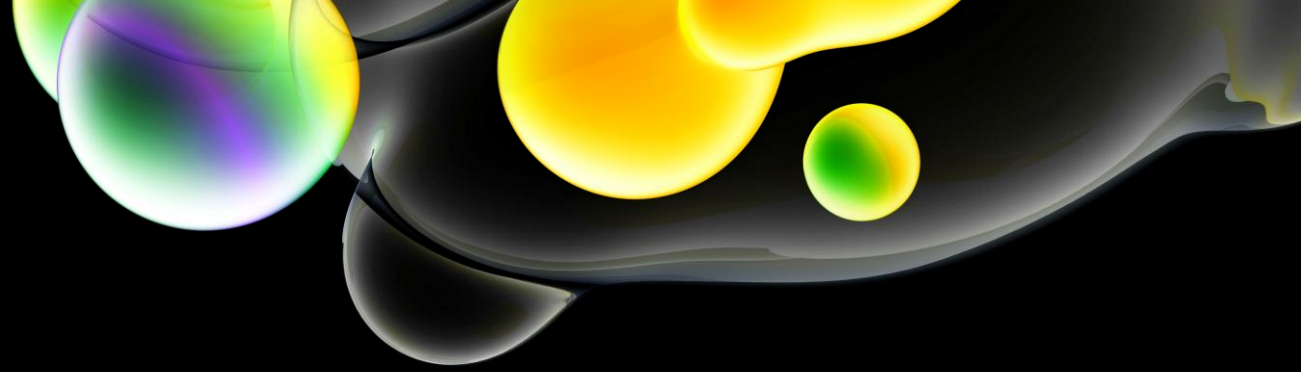
David Gosalvez, PhD
Chief Strategy Officer,
Signals Software

The New Era of Scientific Discovery

Where AI-driven design meets biological evidence

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Key Messages



AI is driving the next era of scientific discovery

DISCOVERY IS ACCELERATING

More high-quality biological data will enable increased exploration, better prediction and faster prioritization

BIOLOGY STILL DECIDES

Experimental evidence determines what works and creates new data for continuous learning

REVVITY CONNECTS BIOLOGY AND DATA

Reagents, instruments and software support prediction, validation and learning

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Drug discovery is entering a new era as AI expands both the scale and value of scientific data

AI expands what can be explored, predicted and prioritized

- Explore broader chemical and biological spaces
- Analyze complex data faster
- Prioritize more promising hypotheses

Progress increasingly depends on high-quality biological data

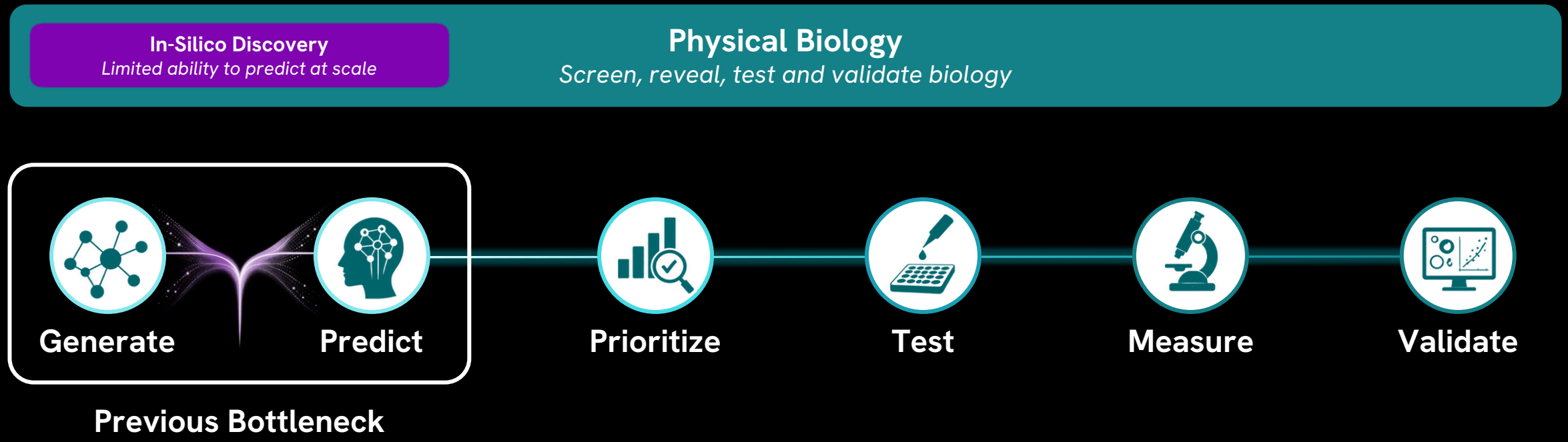
- Reveal how biological systems respond and test predictions in the lab
- Generate evidence that informs future discovery and strengthens computational models

As AI expands discovery, high-quality biological data becomes increasingly important for validating hypotheses, generating new insights, and guiding scientific decisions

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Historically, discovery was constrained by how much scientists could explore



The challenge was identifying the most promising opportunities from a vast set of possibilities

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AI is accelerating how scientists analyze and learn from scientific data

Larger, more complex datasets can be analyzed faster, shortening the cycle from experiment to insight and informing the next question



MORE DATA ANALYZED

Process larger, higher-dimensional datasets

BETTER INSIGHTS FROM DATA

Unlock insights from previously unusable data

FASTER ITERATION

Move more quickly to the next experiment

Faster analysis and learning increase demand for decision-grade biological evidence, shifting the constraint toward evidence generation

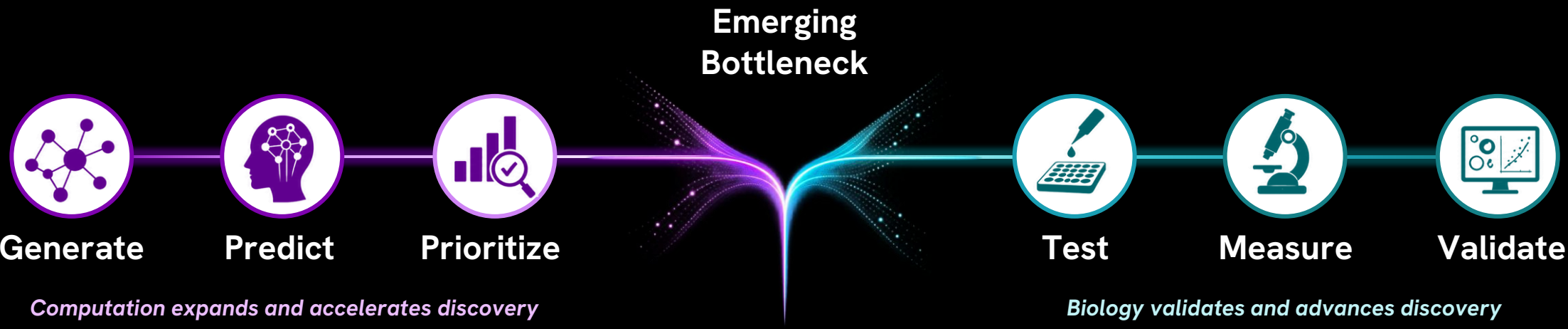
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As discovery accelerates, the need for richer biological evidence increases

In-Silico ("Virtual Lab")
Explore more, faster

Physical Biology ("Wet Lab")
Reveal, test and validate biology



As more promising hypotheses reach the lab,
richer biological validation becomes increasingly important

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Promising candidates require robust biological validation before they advance

DOES IT WORK?
Validate biological function

HOW DOES IT WORK?
Understand cellular response

WHAT ELSE DOES IT AFFECT?
Assess selectivity and safety

No single readout tells the whole biological story



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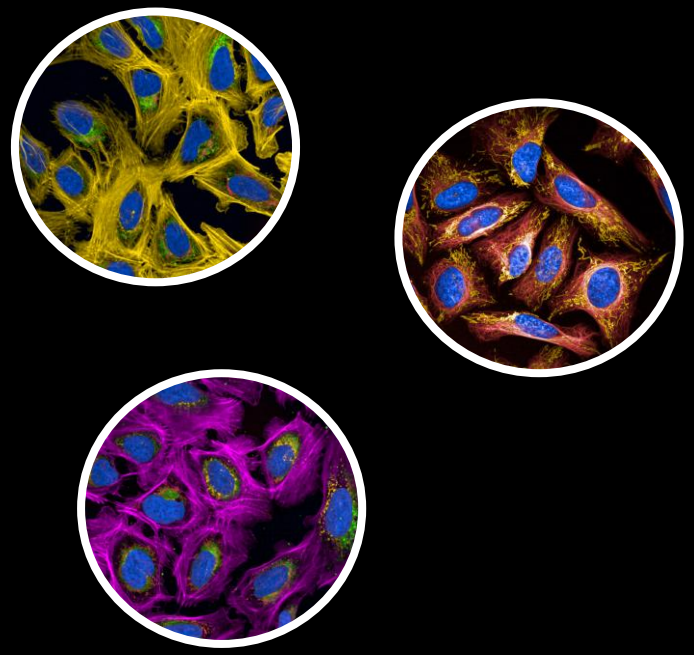
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The next generation of computational discovery depends on high-quality experimental data…

RICHER DATA → BETTER MODELS
Updated with new, high-quality experimental evidence

USABLE DATA → BETTER PREDICTIONS
Informed by larger, more complex biological datasets

FASTER EXPERIMENTATION → FASTER ITERATION
Move more quickly to the next hypothesis



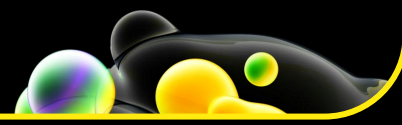
…requiring more from wet lab experimentation to inform what comes next

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Revvity brings together biological expertise, innovative technologies and connected data

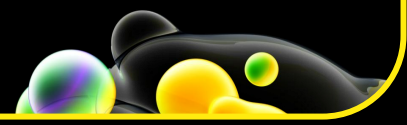
INSTRUMENTS

Generate and measure experimental evidence



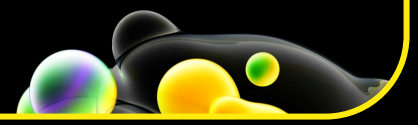
REAGENTS

Reveal biological function and response



SOFTWARE

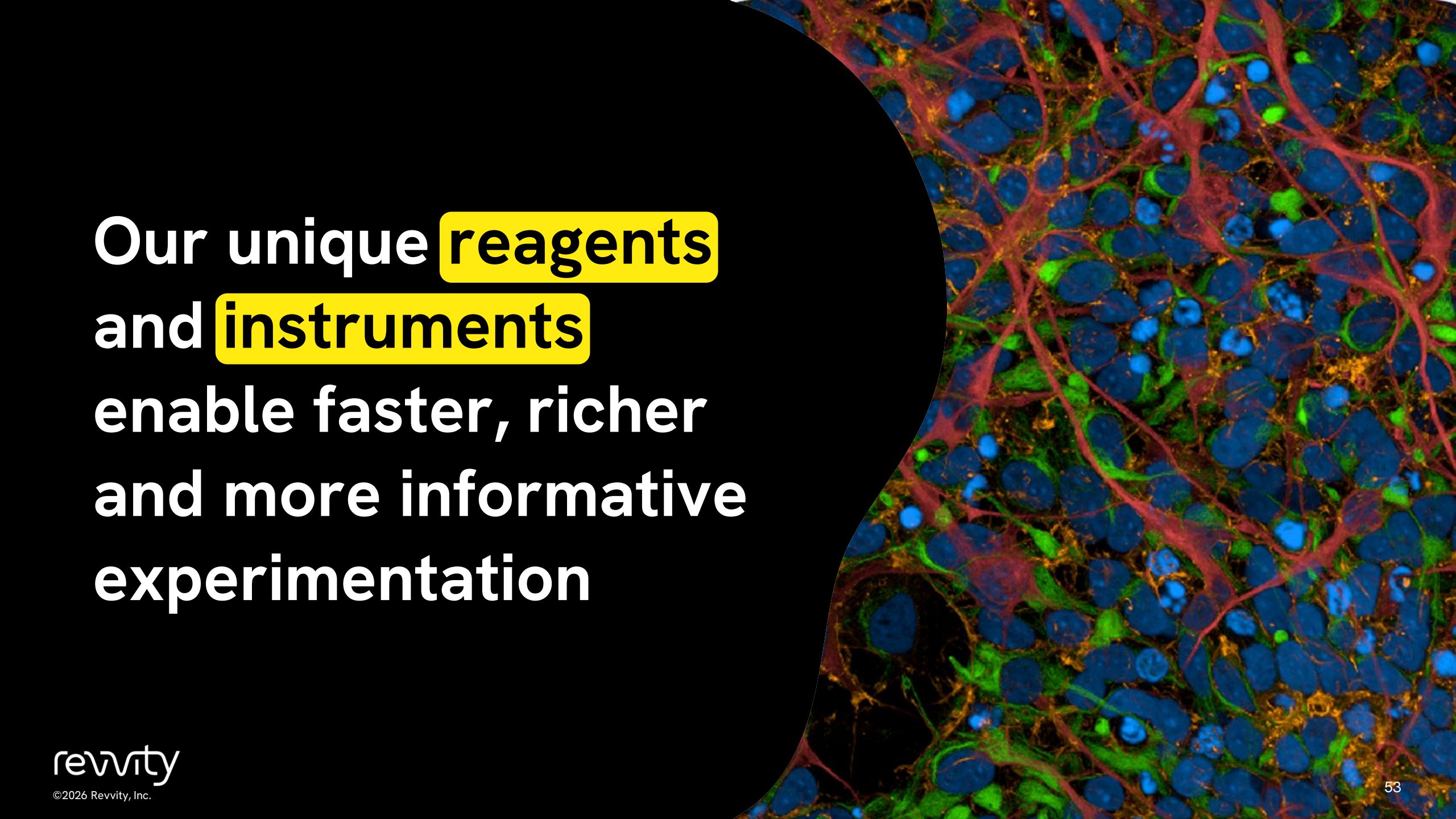
Connect data, context and scientific decisions



Our portfolio helps scientists characterize biological responses from multiple angles, generating high-quality data and enabling a faster, more informed cycle of prediction, validation and learning

©2026 Revvity, Inc.

Our unique reagents and instruments enable faster, richer and more informative experimentation



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Revvity provides critical tools that generate the biological data powering AI-enabled science

Foundational enablers

Automation
Run more experiments

No-wash assays
Simplify workflows

Multimode plate readers
Test more hypotheses

*Increase the **speed** and **efficiency** of experimentation*

Data-rich differentiators

High-content imaging
Understand cellular response

High-dimensional flow cytometry
Identify which cells respond

Single-cell biology
Understand targets, pathways and cell states

*Increase the **information captured** from each experiment*

Software connecting the scientific workflow

*Connect experimental **data**, **context** and **decisions***

Select offerings: signalsXynthetica · ChemDraw · *Phenologic.AI™* · signalsOne · signalsLabGistics · *CytoScribe™*

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Validating more promising candidates

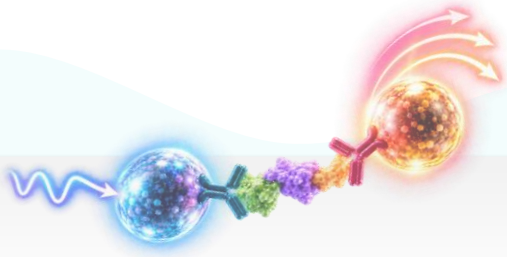
Multimode plate readers and no-wash assays streamline routine screening and help scientists test more possibilities with greater speed and efficiency

More candidates are being prioritized

Biological validation remains essential

High-performance assay technologies

HTRF / AlphaLISA



Scalable detection

EnVision & VICTOR families



Simplified screening workflows

No-wash assay formats reduce steps and improve throughput

Miniatured high-throughput screening

1,536-well scalability increases validation throughput

Broad assay coverage

Specialty assays and kits span a broad set of pathways and targets

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Understanding how cells respond

High-content screening captures rich visual information to show how individual cells change and respond across many conditions

Customers were already generating rich biological data

AI is unlocking new ways to analyze and use it

More biology captured

PhenoVue™ reagents



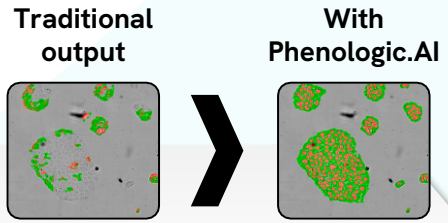
More data generated

Opera Phenix OptIQ™



More information extracted

Phenologic.AI™



Capture more biological detail

High-parameter reagents reveal more features in each experiment

Measure complex responses at scale

High-content imaging generates rich, information-dense cellular data

Turn images into usable insight

AI-enabled analysis helps extract meaningful patterns from complex images

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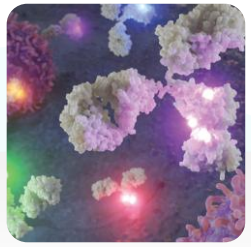
Understanding responses of cell populations

High-dimensional flow cytometry helps scientists see which cell populations respond and how strongly they respond in both cellular models and living subjects

More biology is being measured

Greater resolution reveals more meaningful variation

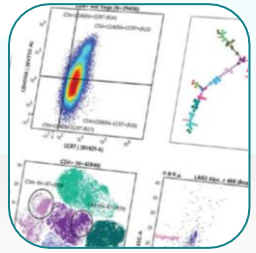
Brighter signals
Antibody-conjugates for full spectrum



Broader biological coverage
TotalSeq™ & LEGENDplex™ reagents



Intelligent analysis
Panel design + data analysis software



Detect subtle cell populations

Brighter signals with greater clarity help resolve lower-abundance markers and responses

Profile more biology at once

Broader panels capture more targets, pathways and cell states

Turn complexity into insight

Software helps analyze high-parameter data and identify meaningful patterns

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Revvity is a critical enabler of wet lab experimentation

- Faster experimentation
- Richer biological data
- More usable evidence

As discovery generates more possibilities, **our solutions** help scientists generate the data and evidence needed to determine what advances and inform what comes next

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Generating more biological data is only **part of the opportunity**...

...**Software** turns data into insight for what comes next

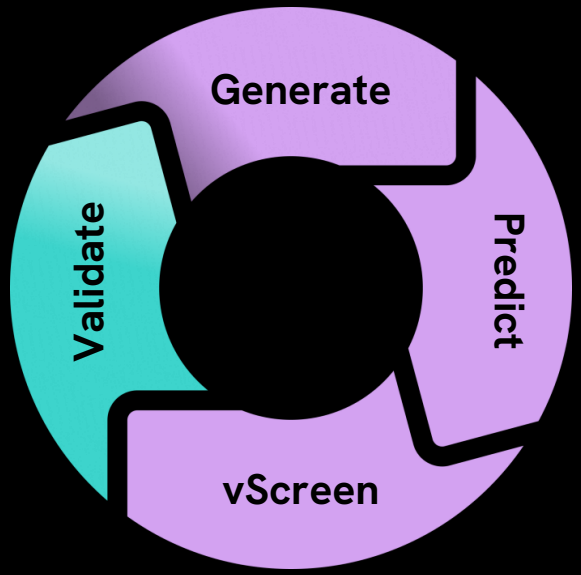


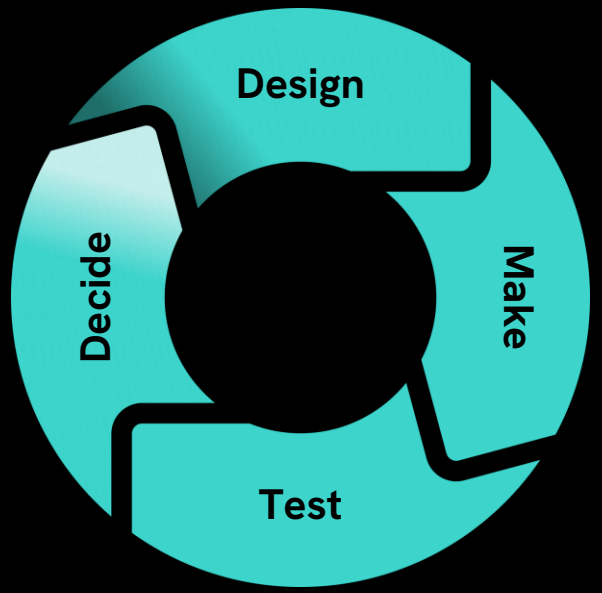
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Traditionally, fragmented software offerings supported in-silico and wet lab experimental discovery separately

AI IN-SILICO DESIGN CYCLE

Limited experimental feedback



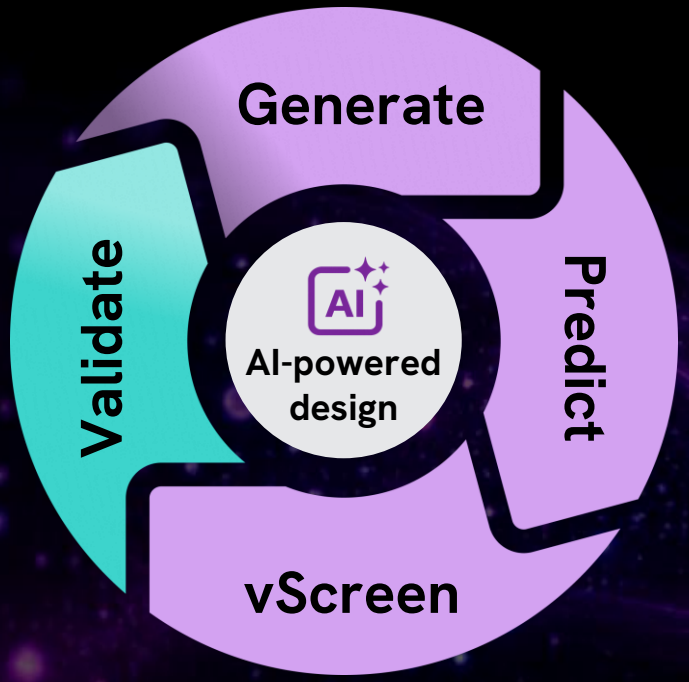


TRADITIONAL WET LAB APPROACH

Sparse and disconnected data

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AI is making the in-silico design cycle dramatically more powerful…



GENERATE AT GREATER SCALE

Explore more molecules and hypotheses

PREDICT WITH GREATER PRECISION

Assess more properties before the lab

PRIORITIZE WITH GREATER CONFIDENCE

Advance a greater number of better candidates into testing

…But a faster design loop is only as valuable as the experimental evidence and context it can connect back to

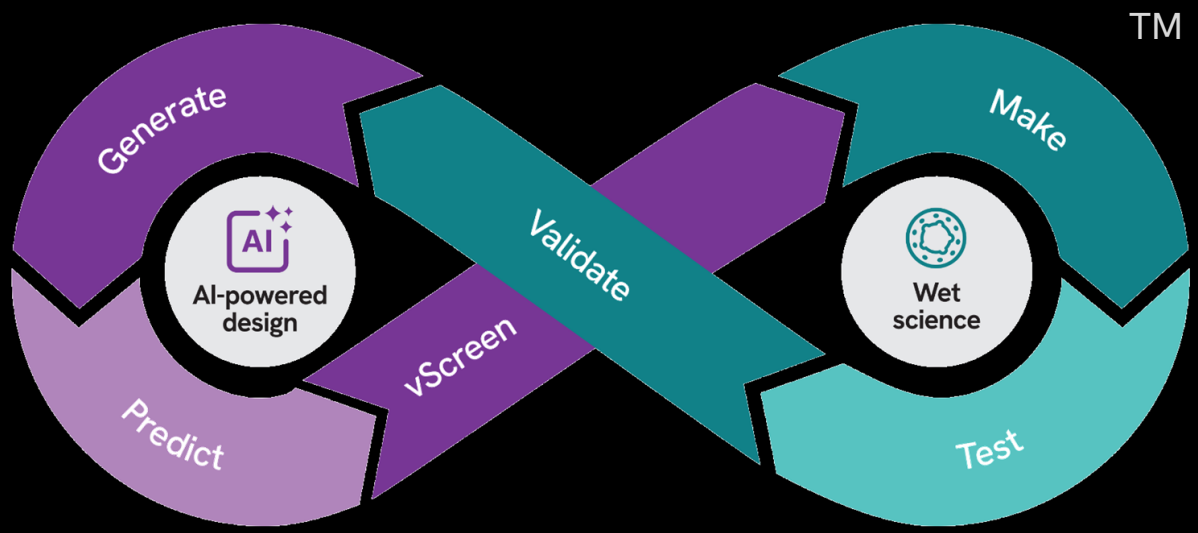
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Scientists need a way to connect models and experimental evidence…

IN-SILICO

Generate and prioritize hypotheses



PHYSICAL BIOLOGY

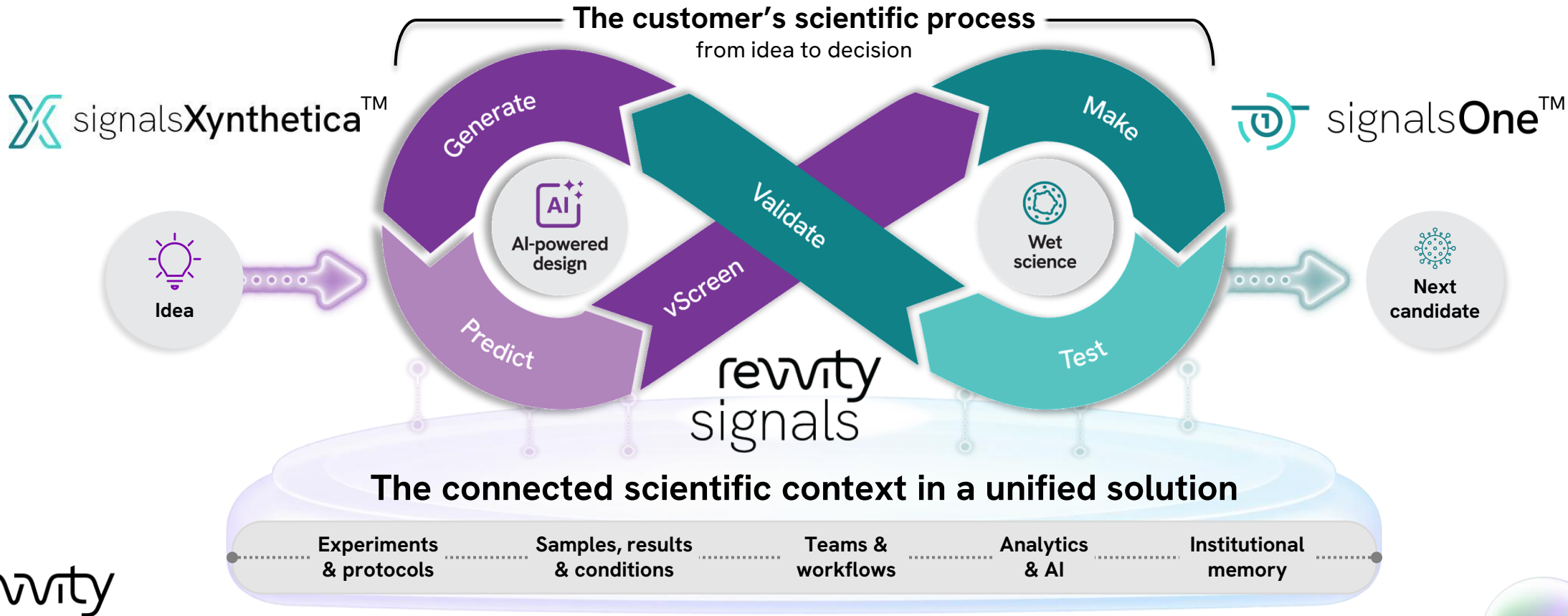
Test and generate experimental evidence

…into one continuous learning system

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Revvity Signals software is driving the convergence of AI design and biological validation

One connected environment to plan experiments, capture scientific work, connect experimental data and inform the next decision



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Revvity is positioned at the critical intersection between biological evidence and AI-driven discovery

Powering scientific intelligence



AI is amplifying the value of high-quality biological data

More powerful models increasingly depend on rich experimental evidence



Our instruments and reagents generate critical biological evidence

Enabling information-rich experiments across complex biology



Our software connects data, context and scientific insights

Signals transforms experimental evidence into actionable insights

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Driving Operational Success and Creating Long-Term Value

Max Krakowiak

Senior VP, CFO

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Key Messages



Building a track record of disciplined execution to drive long-term growth

DIFFERENTIATED FINANCIAL PERFORMANCE

Ability to deliver strong results across varying market environments

OPERATIONAL EXCELLENCE

Driving margin expansion, earnings growth and free cash flow

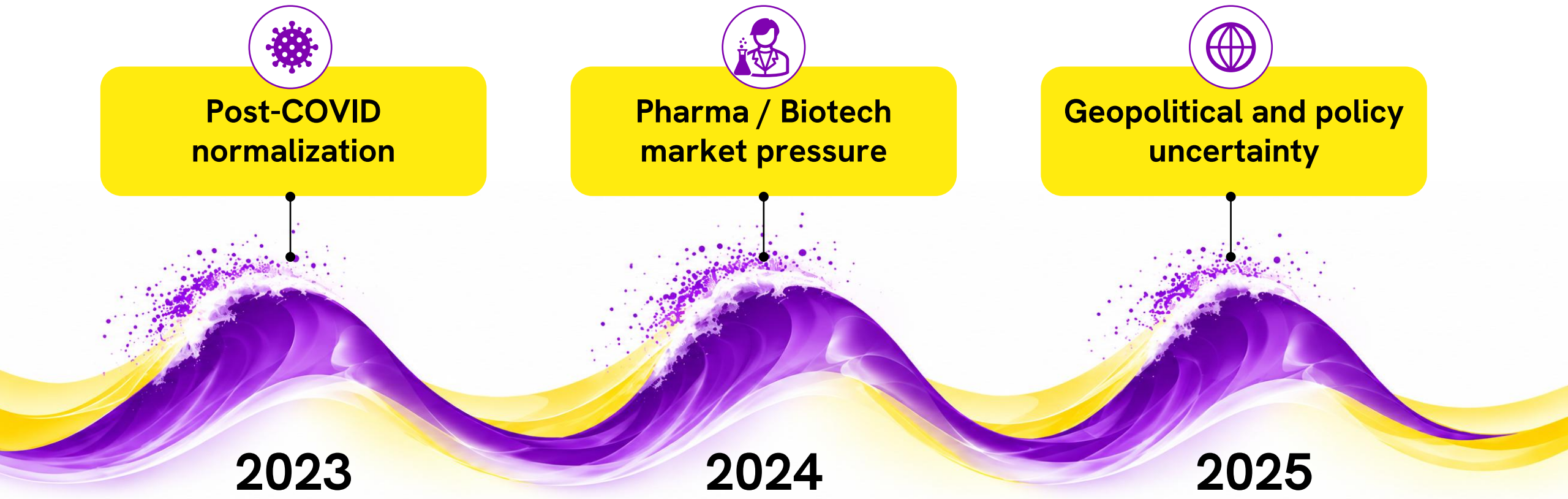
ATTRACTIVE LONG-TERM POTENTIAL

Durable growth powered by innovation and expanding end-market opportunities

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We have navigated a dynamic environment…



3 successive waves of market disruptions

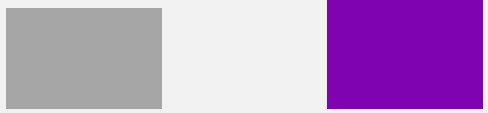
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…Yet, since 2022, we delivered strong and above-market financial performance

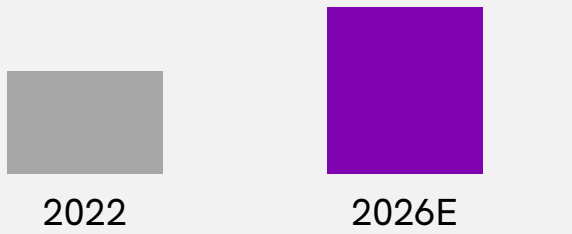
Adj. Revenue



Adj. Operating Margin



Adj. EPS



Free Cash Flow

>$575M
2026E

>90% FCF conversion

Key Highlights

Since 2022

$2B Capital deployed

0.6x Net leverage decrease

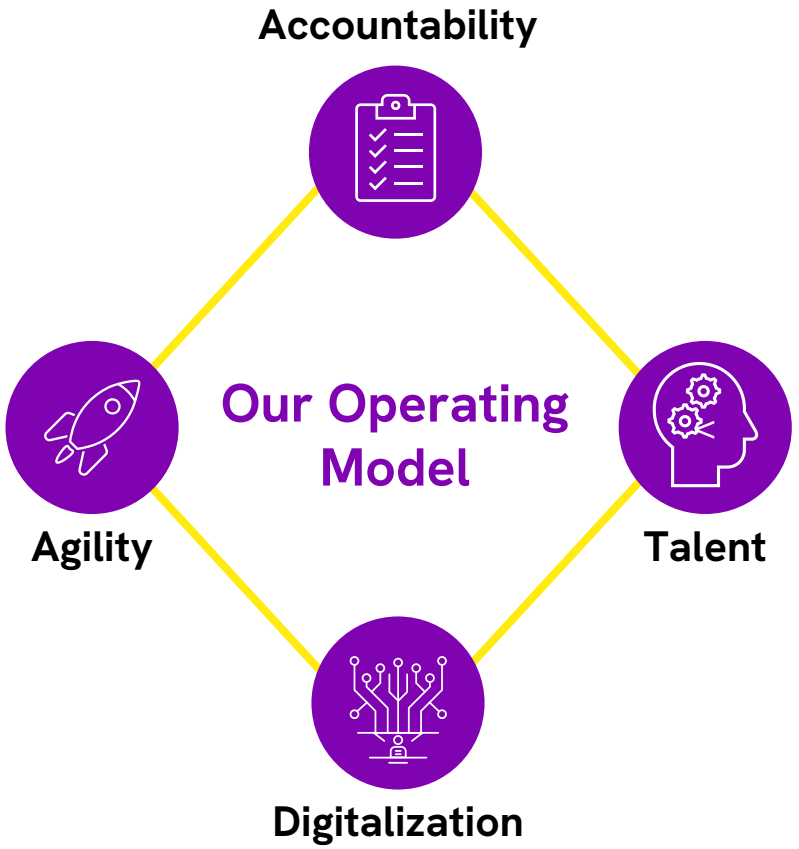
12% Reduction in share count

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Driving execution through the Revvity Operating Model

Strategic Priorities

1. **Efficiency** — Capturing **AI-enabled productivity gains**
2. **Simplification** — Creating a **nimbler organization**
3. **Optimization** — Streamlining our **operations**



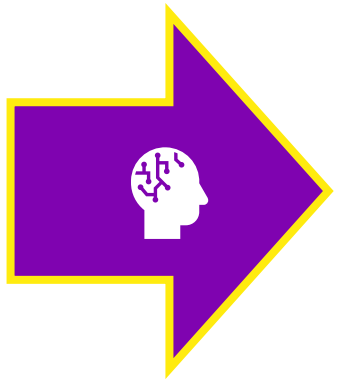
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Efficiency: Capturing AI-enabled productivity gains

In the past

Software engineering capacity was a key bottleneck in product development

- Limited engineering bandwidth
- Longer development cycle
- Slower time to market



AI-enabled productivity

Today at Revvity

Unlocking speed and impact through AI-enabled software engineering

Software engineering became an initial AI use case:

>90% *of coding projects leverage AI*

2-3x *increase in productivity per developer*

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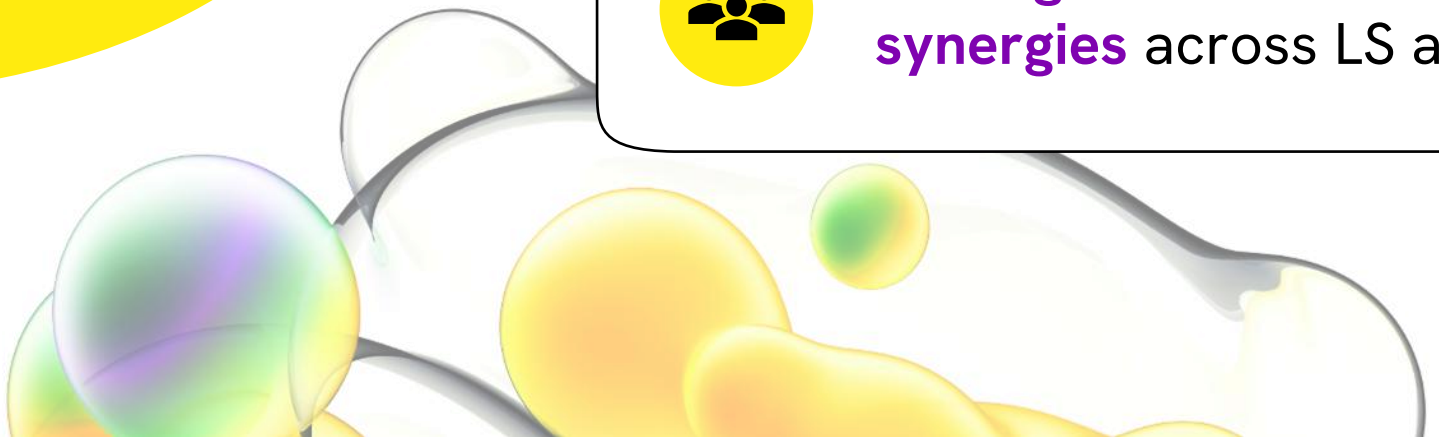
Simplification: Creating a nimbler organization

From 2023 to 2026

~16%

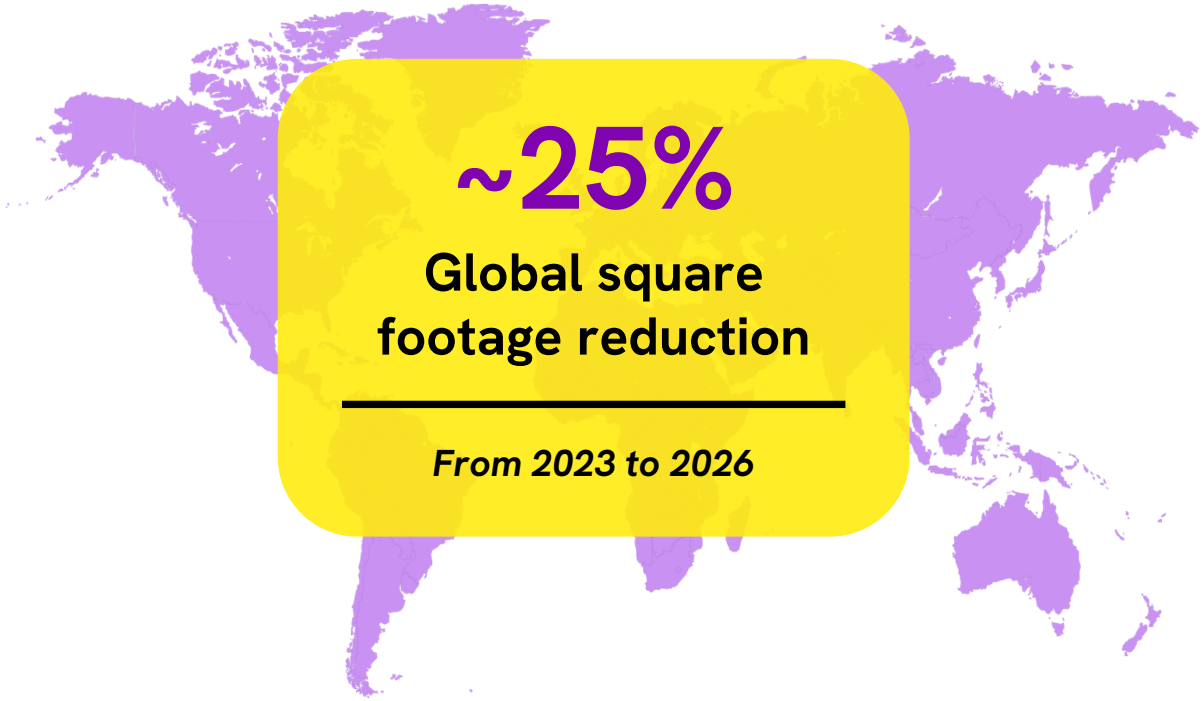
reduction in headcount

- **Advancing integration** initiatives to capture synergies
- Delayering of management structure to drive **efficiency**
- **Driving commercial and operational synergies** across LS and Dx



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Optimization: Streamlining our operations



Reduce structural cost

Insourcing, product re-engineering and vendor consolidation to lower inventory and costs

Optimize the network

Consolidating packaging and shipping lanes to drive logistics improvements

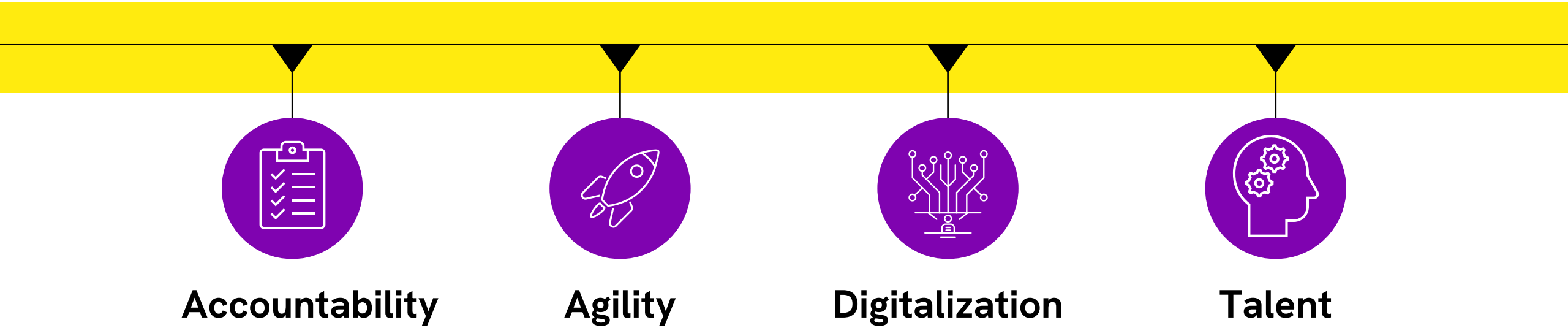
Increase flexibility

Simplifying the footprint to improve responsiveness and resiliency

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Executing our Revvity Operating Model…



Accountability **Agility** **Digitalization** **Talent**

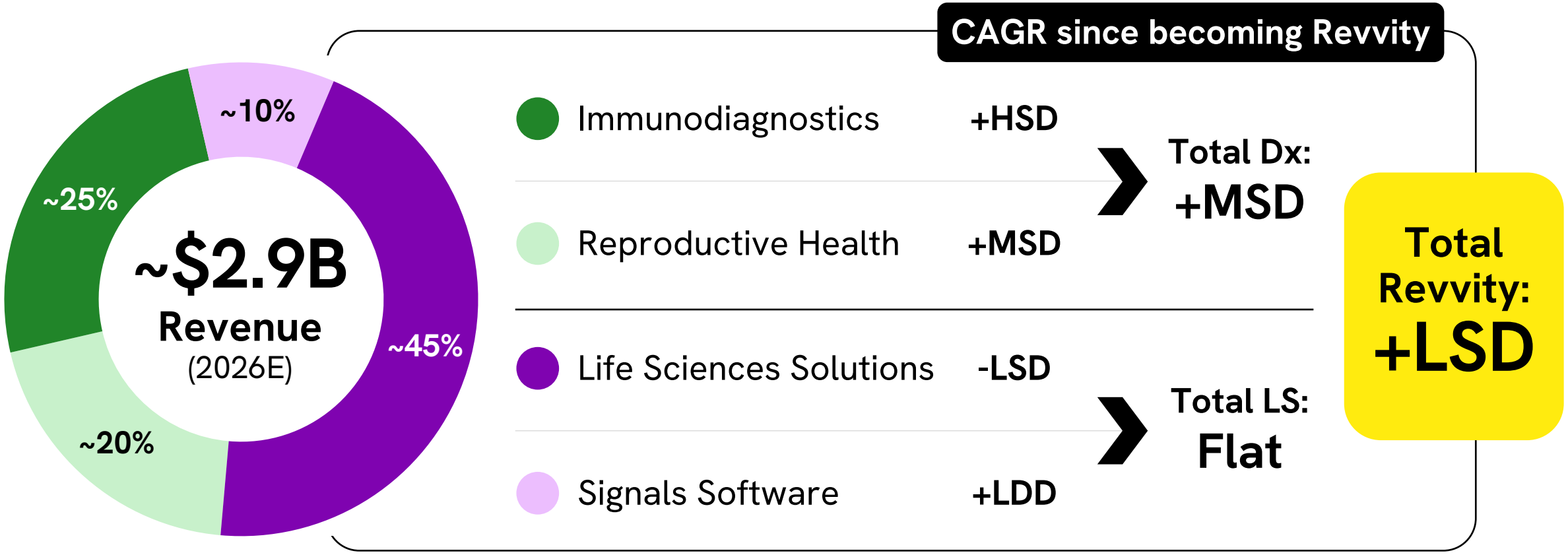
…to drive long-term value creation

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Our Attractive Long-Term Potential

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Delivered differentiated performance across dynamic market environments…



…and expect differentiation to continue as markets normalize

Signals CAGR based on APV

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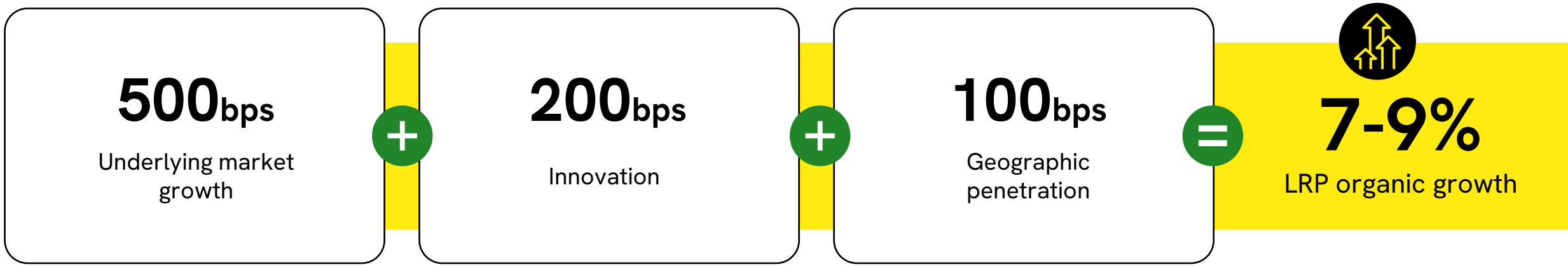
Diagnostics: Strong innovation and competitive advantages driving durable growth across specialty areas



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Immunodiagnostics is scaling through innovation and geographic reach

Growth drivers



Key messages

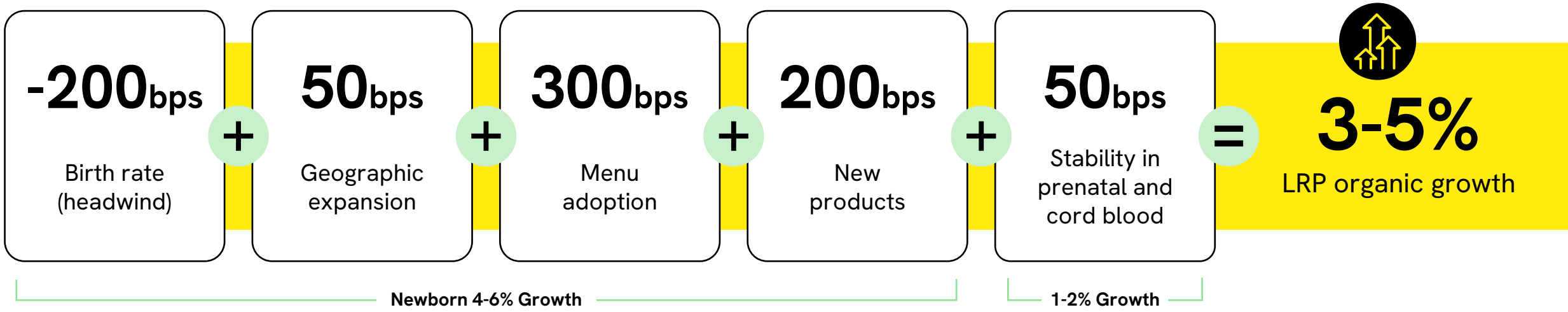
Strong **innovation**, increasing **market adoption** and expanding **geographic reach**

Specialty diagnostics solutions with increasing **automation and more actionable insights**

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Reproductive Health growth is driven by menu expansion and adoption

Growth drivers



Key messages

Above-market growth enabled by an unparalleled newborn screening solutions portfolio

Deeper **menu and geographic expansion** to support future growth

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Diagnostics Segment: Innovation and execution providing strong growth in specialized markets

Immunodiagnostics

7-9%

Long-term outlook

~55% of Dx

+

Reproductive Health

3-5%

Long-term outlook

~45% of Dx

=



5-7%

LRP organic growth

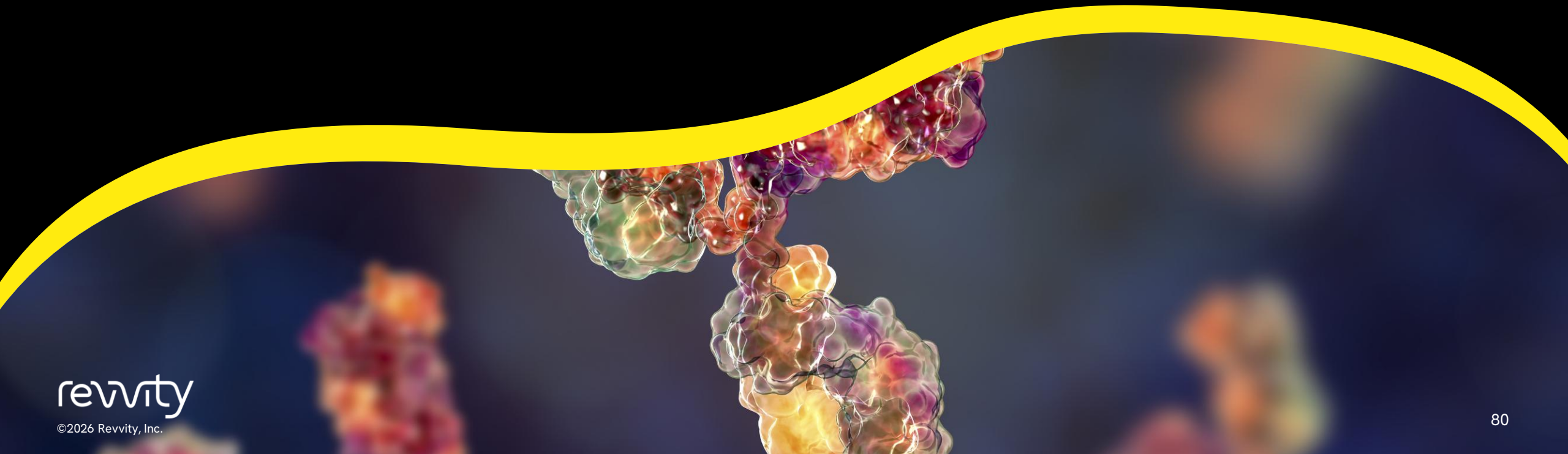
Key messages

Differentiated specialty diagnostics portfolio with durable competitive advantages in attractive markets

Delivering novel innovations in new markets by **leveraging capabilities from across the organization**

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Life Sciences: Advancing discovery through connected workflows with data-rich instruments, specialized reagents and innovative software



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Life Sciences Solutions above-market growth driven by strong positioning and innovation

Growth drivers

500bps Underlying market growth

+

100bps Innovation

+

100bps Downstream expansion

=

6-8% LRP organic growth

Key messages

Data-rich solutions that support the **discovery and validation of fundamental and complex biological insights**

Leveraging core capabilities to capture **adjacent market opportunities**

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Signals is poised to grow through customer-centric innovations and solutions

Growth drivers

500bps
Expansion with existing customers

+

300bps
New offerings

+

300bps
New customer wins

=

10-12%
APV LRP

Key messages

Digital **system of record** connecting scientific workflows from idea to creation

Robust **innovation**, **scaled** and **entrenched platform** driving sustainable long-term growth in new and existing markets

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Life Sciences Segment: Delivering novel biological insights through software, reagents and instruments

Life Sciences Solutions

6-8%

Long-term outlook

~85% of LS

+

Signals

10-12%

Long-term outlook

~15% of LS

=



7-9%

LRP organic growth

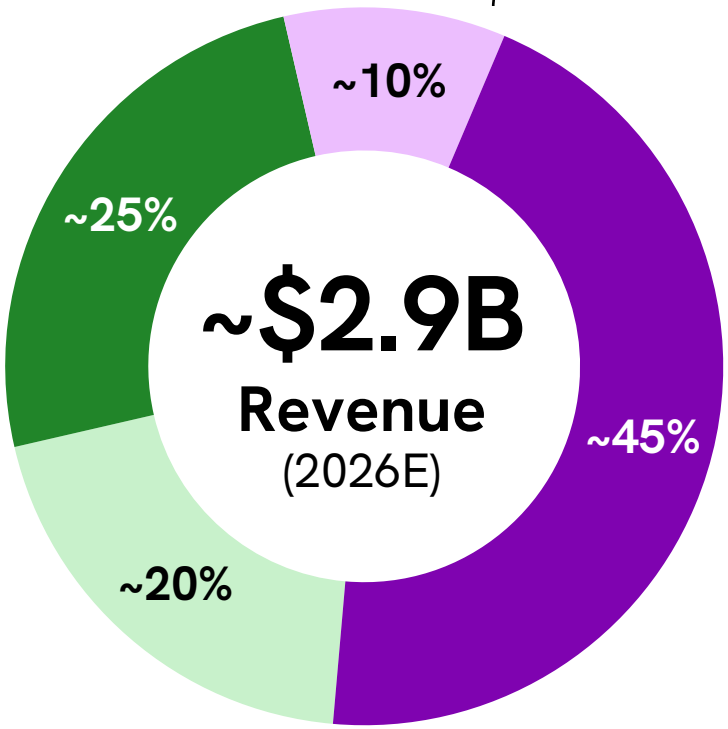
Key messages

Innovative specialty scientific solutions with above-market growth and attractive margins

Integrated offerings help customers generate **richer data, accelerate decisions** and **improve research outcomes**

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Confident in our ability to deliver above-market growth over the long term



LRP Organic Growth

Immunodiagnostics	7-9%
Reproductive Health	3-5%
Total Dx:	**5-7%**
Life Sciences Solutions	6-8%
Signals Software	10-12%
Total LS:	**7-9%**

6-8%

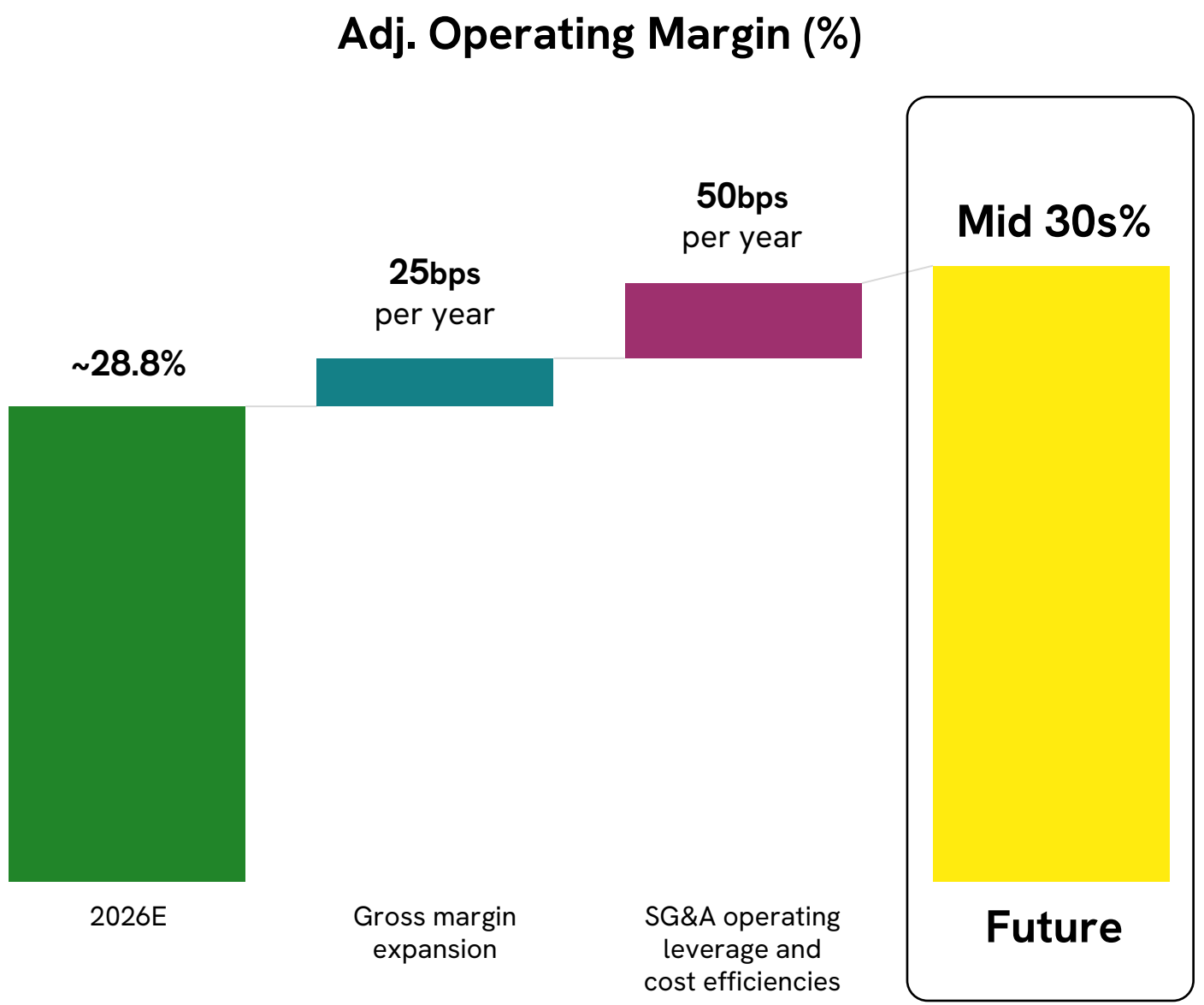
200bps above underlying market growth

Signals LRP based on APV

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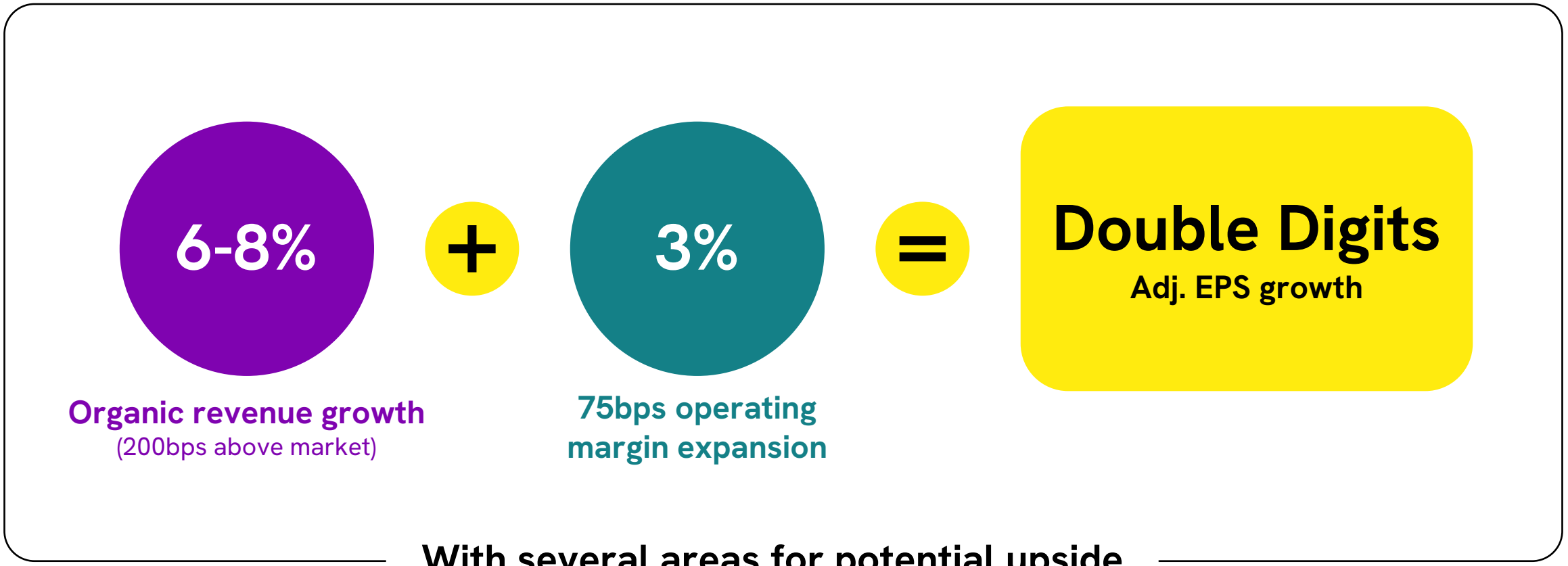
Achieving top-tier margins with industry-leading potential

Incremental adj. op. margins in the **low 40s%**



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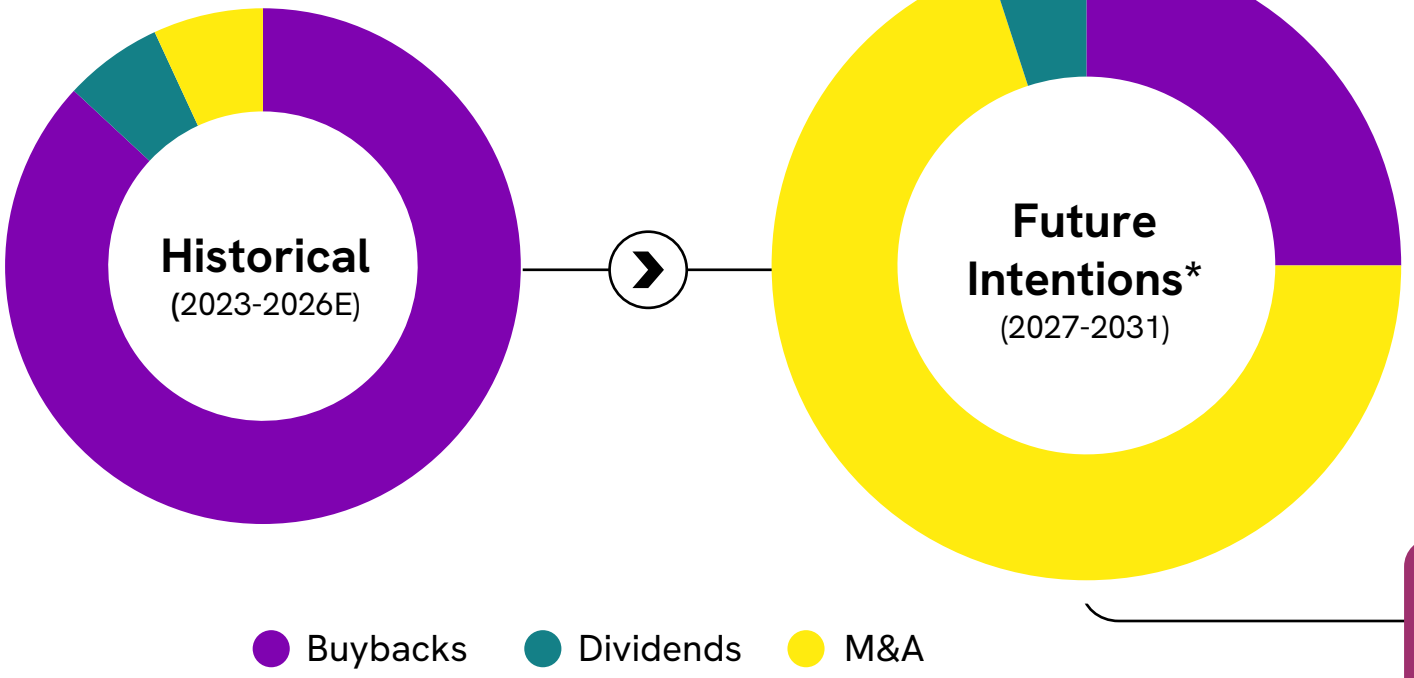
Strong and differentiated long-term financial outlook



With several areas for potential upside

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Complemented by disciplined capital deployment



- Targeted M&A to complement capabilities across Life Sciences
- Consistent share repurchases
- Maintain existing dividend

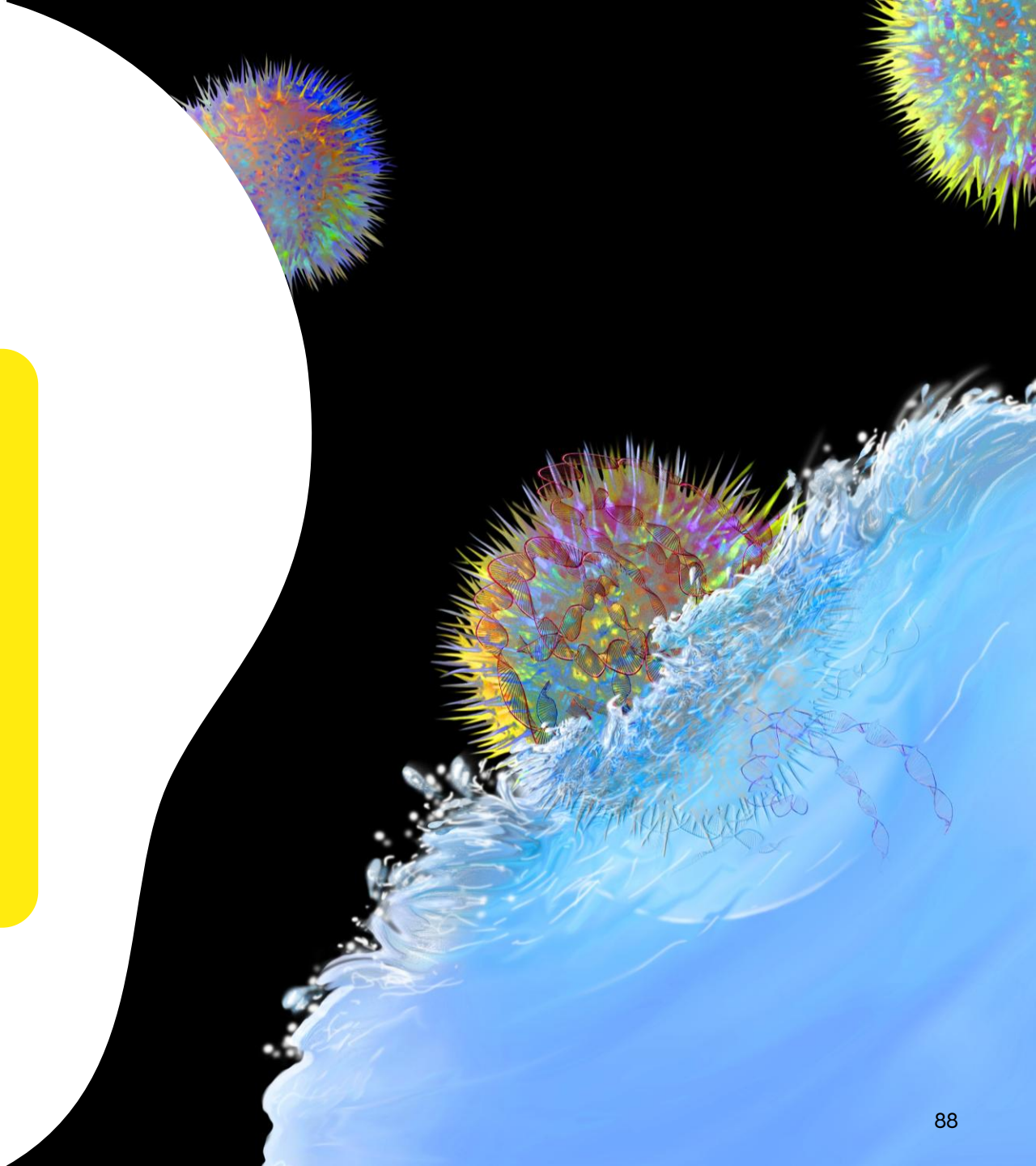
~$5B of capital capacity through 2031 with **commitment to investment-grade** credit rating

*Future capital allocation will vary to target highest-return opportunities

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Areas of potential upside beyond the LRP

- Outsized **AI-driven demand**
- Additional **strategic partnerships**
- Disciplined and opportunistic **capital deployment**



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2027 considerations

Organic Growth

~6% organic growth

~200bps above market growth

Margin Expansion

~20bps in addition to normal operating leverage

Below the Line

Net Interest = **~$85M**

Tax Rate = **~19%**

Share Count = **Flat**

Formal 2027 guidance to be provided on our Q4 earnings call

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Key messages from today

Revvity is:

- **Delivering compelling long-term value creation** through our differentiated portfolio
- **Powering Scientific Intelligence** by bringing together biological expertise, innovative technologies and connected data
- **Revolutionizing science** and transforming human lives through groundbreaking innovation



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