



revity

J.P. Morgan 44th Healthcare Conference

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Chief Executive Officer
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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 the Company's 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 the Company's 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 the Company's most recent quarterly report on Form 10-Q and in the Company's other filings with the Securities and Exchange Commission. The Company disclaims any intention or obligation to update any forward-looking statements as a result of developments occurring after the date of this presentation.

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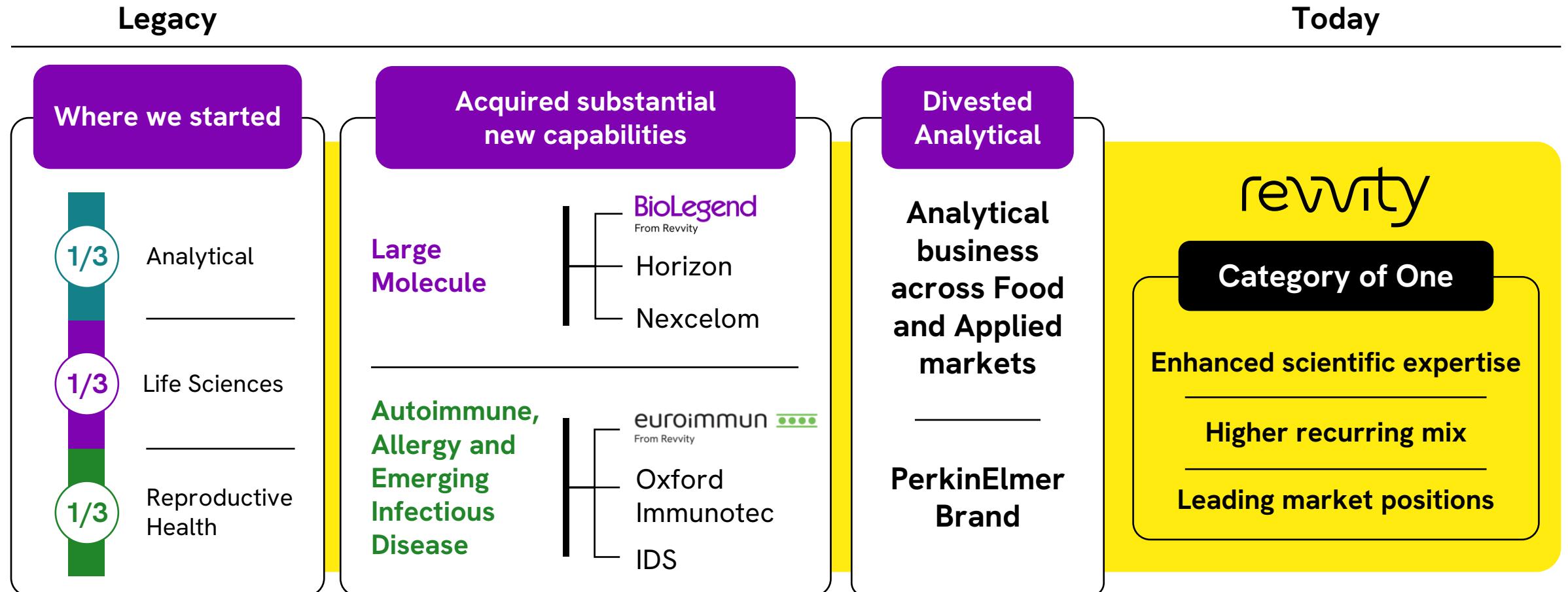
Financial Disclosures

Estimated future results and historical growth rates presented and discussed today are based on 2025 guidance as provided on October 27, 2025 (2025E)

Key Definitions:

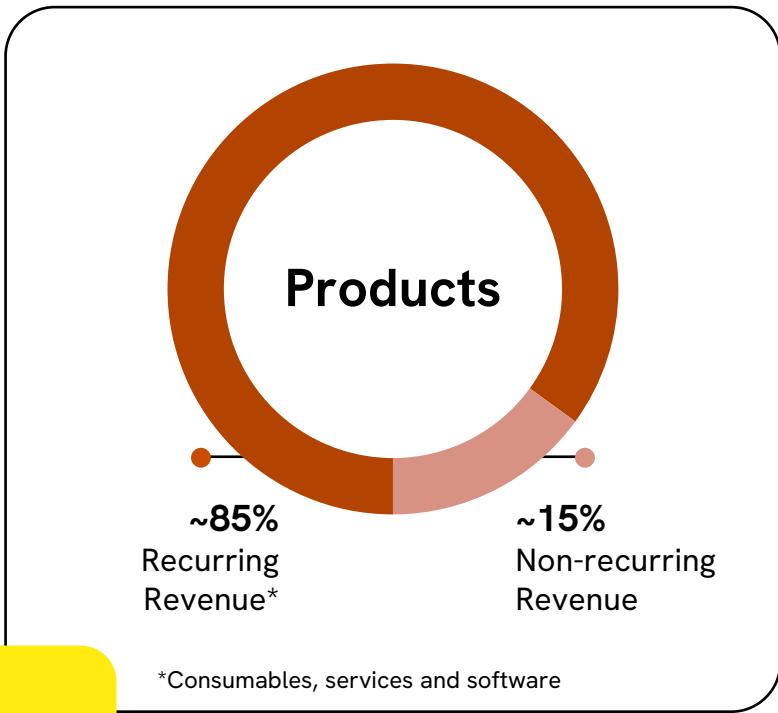
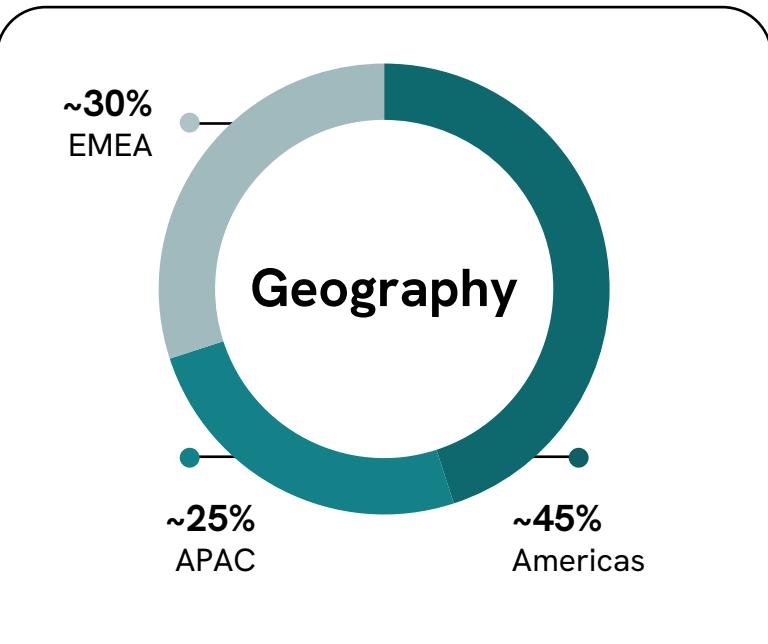
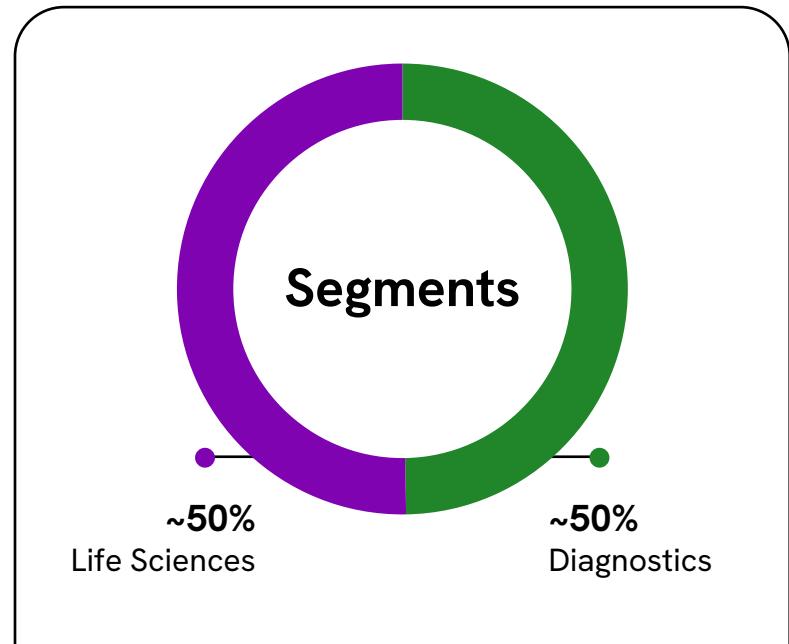
- LSD = 1-3%
- MSD = 4-6%
- HSD = 7-9%
- LDD = 10-12%
- LRP = Long-range plan

We have undergone a meaningful transformation



Revvity at-a-glance

2025E Revenue: ~\$2.8B

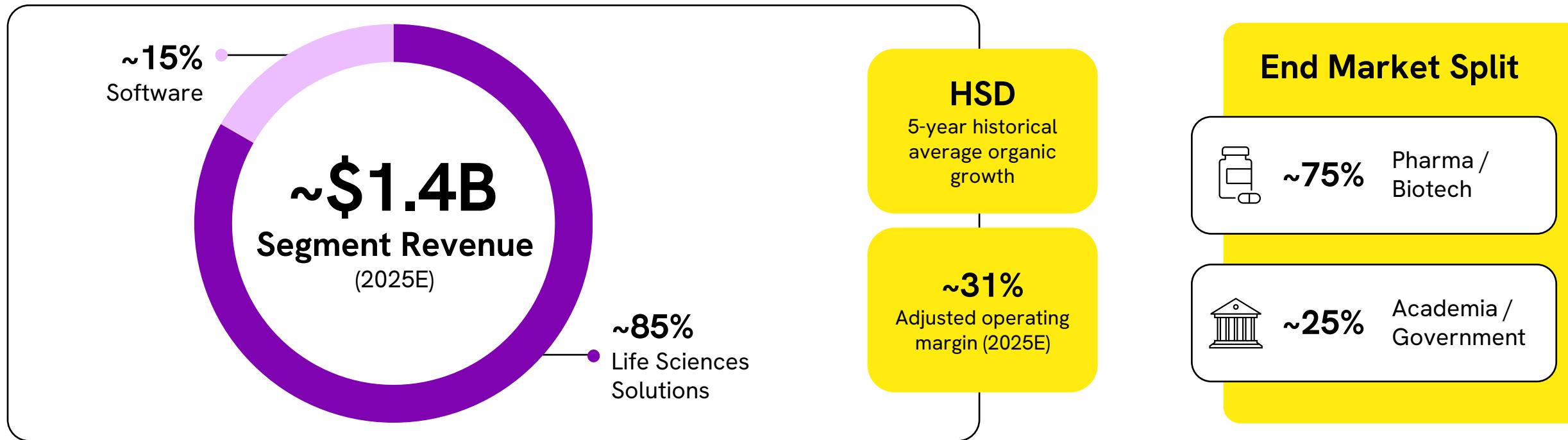


Powered by ~11,000 employees collaborating to pioneer groundbreaking solutions

*Consumables, services and software

Life Sciences at-a-glance

Reagents, instruments, and software offerings enabling all stages of R&D



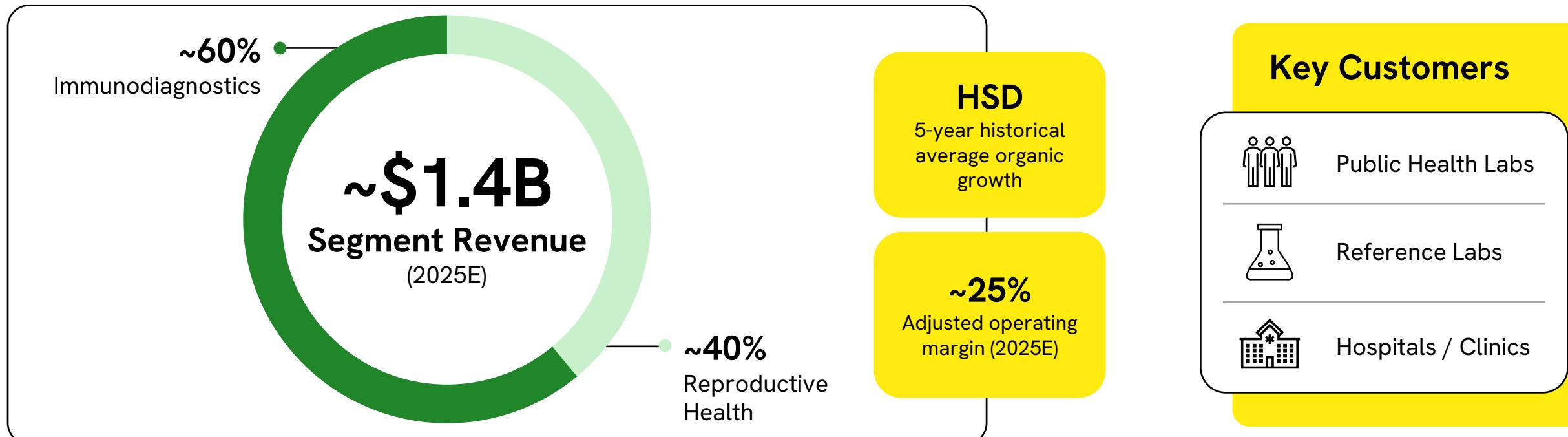
Highly innovative reagents and instrumentation

Comprehensive SaaS solutions supporting research informatics and clinical analytics workflows

Pursuing adjacent opportunities for additional growth

Diagnostics at-a-glance

Comprehensive solutions in specialized clinical markets



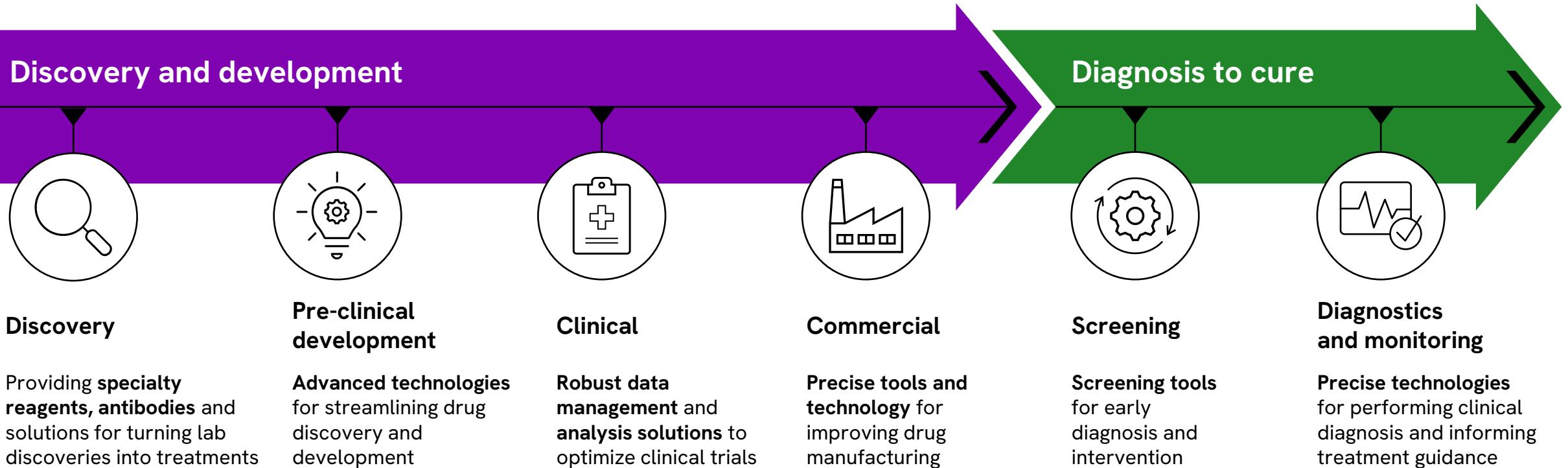
High-growth specialty diagnostics portfolio

Robust offerings for screening, diagnosing and informing treatments

Driving innovation and expanding global capabilities

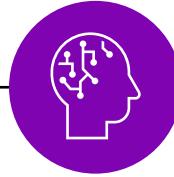
Bridging the gap from discovery to cure

A key player in high-value areas of the drug development lifecycle



Focusing on specialized areas requiring innovation and connecting our unique capabilities to meet customer needs

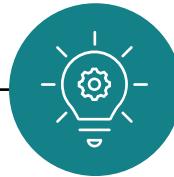
Delivering on key growth, operational and financial priorities



Capitalizing on the
potential of **AI**



Expanding **scientific**
and **market** reach



Strengthening **operationally**
and **financially** for the future



Unlocking new frontiers with AI

Select examples:

Customer-facing

Launched **Transcribe AI** for clinical laboratory customers
→ especially valuable for screening labs which process hundreds of handwritten DBS test cards daily

~40% improvement in **workflow speed** from the reduction of manual data entry tasks

Internal

Deployed **revvityAI** for our ~11,000 employees

~10% reduction in software development timelines

Partnering to Deliver AI

TuneLab™ leveraging **Signals Xynthetica™**

Lilly + **revvity signals**

Building the leading marketplace for trusted, high-quality AI models



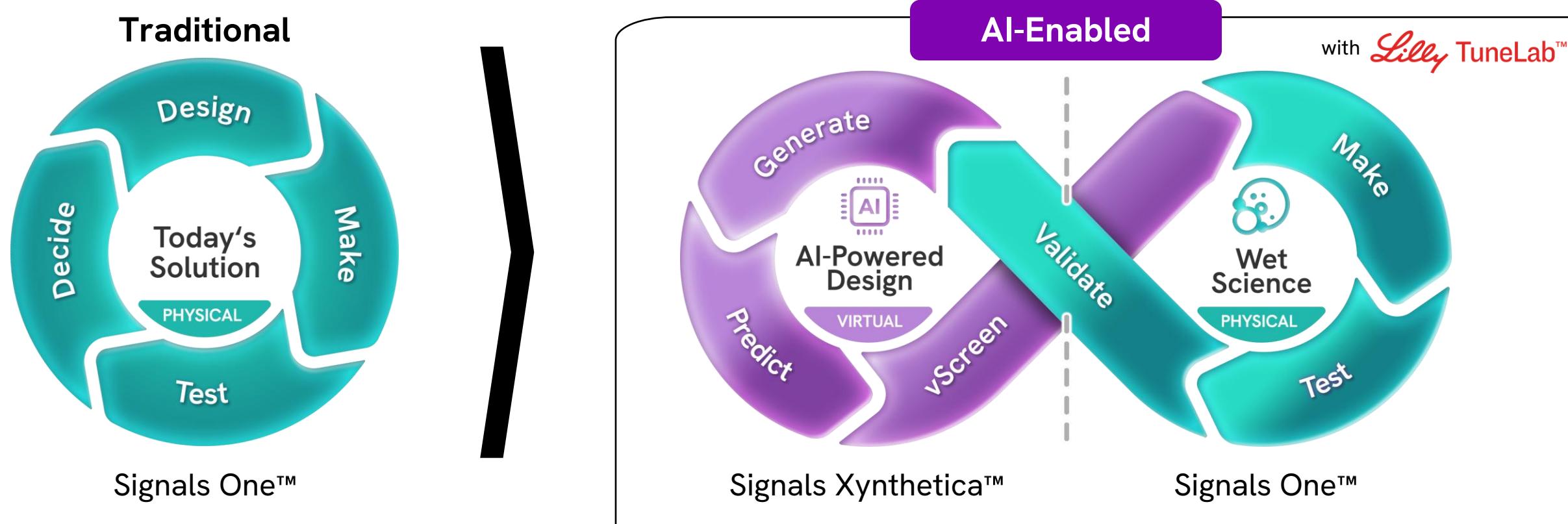
Transforming the industry by powering AI-driven discovery

Further detail on following page...



Creating a scalable, federated framework to accelerate AI-enabled drug discovery

Lilly TuneLab™ models accessible through Signals Xynthetica™, our new AI Models-as-a-Service (MaaS) framework



Eli Lilly & Revvity will initially co-fund access to Signals One™ & Xynthetica™ for biotech customers



Advancing our stated strategic priorities

Select examples:

GMP Reagents Expansion

Recent GMP investments to build:

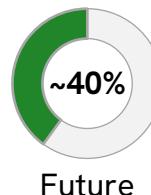
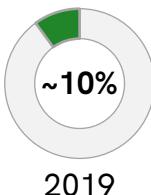
- manufacturing capacity
- regulatory capabilities
- bioprocessing catalog offerings

In the last 12 months:
~2.5x increase in GMP bioprocessing projects
with multiple entering the clinic

Driving downstream expansion with customers

US Immunodiagnostics Penetration

Americas revenue as % of total IDx revenue:



Future

Increasing automation and introducing novel assays

Strategic Partnerships



Providing DNA extraction and sequencing to screen newborns for rare genetic conditions



Combining our strengths in genomic and autoimmune Dx with Sanofi's leadership in T1D therapeutics



Meaningful growth opportunities, incremental to underlying LRP

Further detail on following page...

Partnering for disease prediction and prevention

Capitalizing on opportunities in rare disease while expanding into common disease

Internally developed T1D test

Our internal capabilities:

- ✓ Autoantibody assay for neonatal detection
- ✓ Genetic risk screening
- ✓ Companion diagnostics and future therapies



Developed DBS card assay for 4 biomarkers

Advancing early detection of T1D globally

With
sanofi

Developing and clinically validating 4-plex IVD assay and expanding access for existing RUO assay

In parallel:

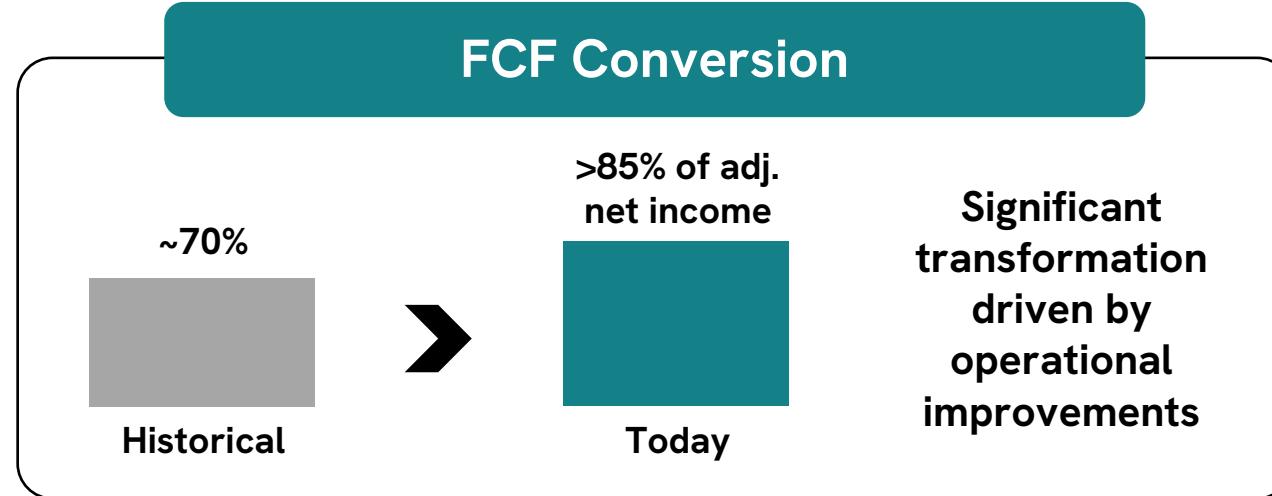
Supporting Italy's mandate to identify asymptomatic early pediatric T1D cases with our new IVDR screening assay





Driving operational and financial improvements

Select examples:



Operational Excellence

- » Headcount rationalization
- » Supply chain optimization
- » Footprint consolidation

On track to achieve 28.0% adj. operating margins in 2026

Further detail on following page...



Meaningful operational efficiency initiatives

Select examples since becoming Revvity:



Headcount rationalization

Increasing **productivity** through:

- commercial synergies
- operational integrations
- management de-layering

~10% overall headcount reduction



Supply chain optimization

Driving **materials** savings by:

- insourcing
- re-engineering
- consolidations

Improving **logistics** through:

- vendor optimization
- packaging
- strategic partnerships



Footprint consolidation

30+ rooftops

impacted by downsizing, co-location,
and site closure activities

By 2027, optimized footprint will deliver
~20% annual cost reductions
and ~10% footprint reduction

2026 considerations

2-3%
organic growth
expected to result in
**HSD adj.
EPS growth**

Assumptions:

Market Environment

Expect existing end market trends to continue into 2026

Adj. Operating Margins

On track to achieve
28.0%

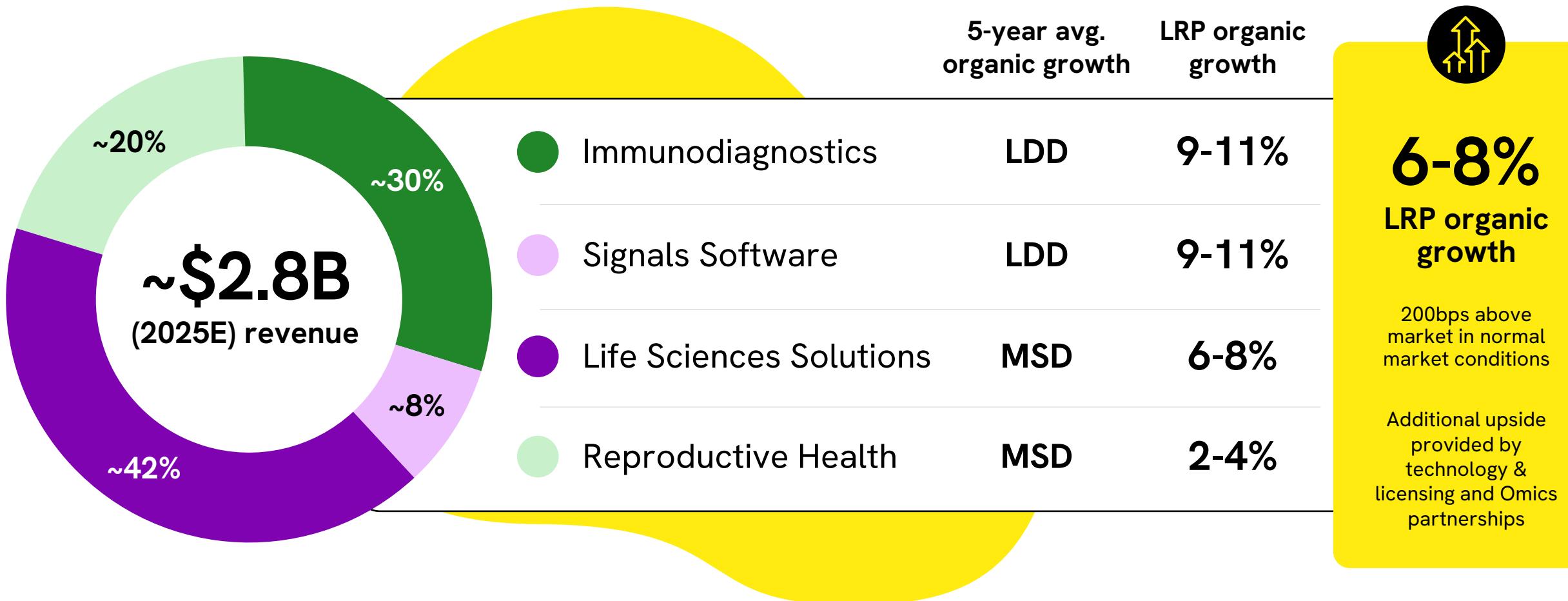
Below the Line Considerations

Increased net interest expense offset by lower share count

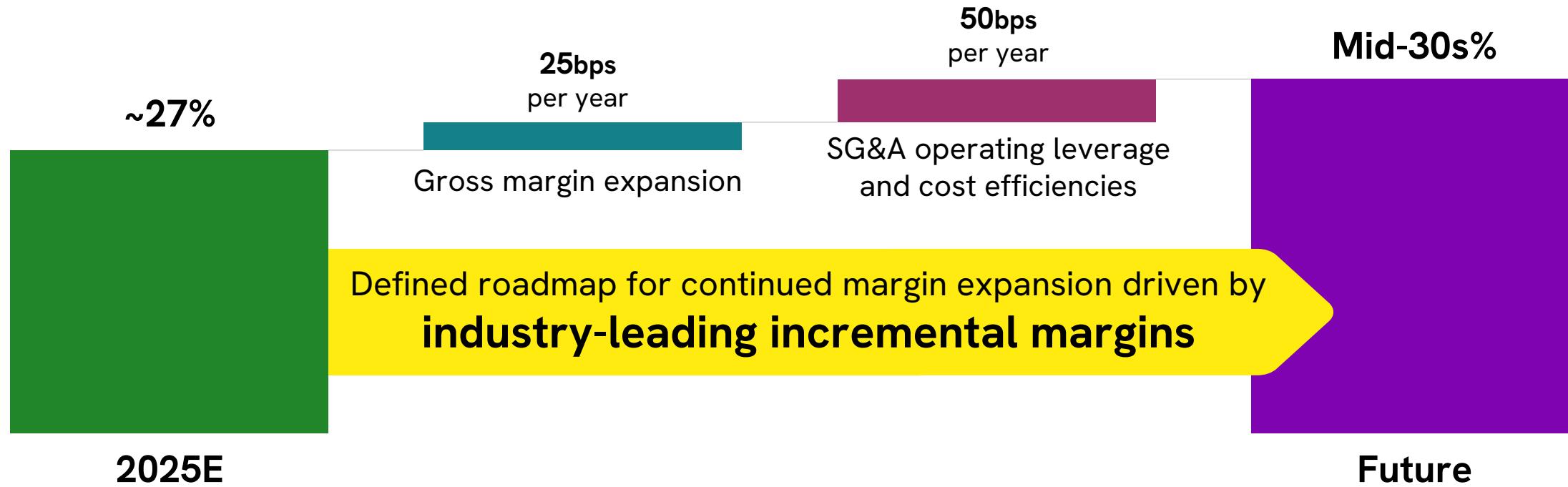
~18% adj. tax rate

Driving sustained, superior growth...

Reiterating our long-term growth algorithm



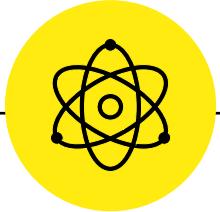
...and achieving top-tier margins...



...while delivering DD adj. EPS growth

Bringing it all together

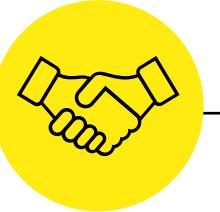
A Category of One



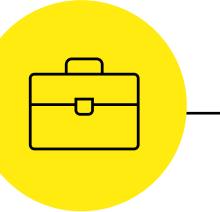
An innovative Life Sciences and Diagnostics company with a unique portfolio and leading positions in high-growth end-markets



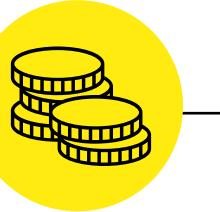
Well-positioned with high recurring revenue along with compelling growth opportunities and resilient returns



A strategic partner to customers bridging the gap from pre-clinical to clinical stages



A company with a **transformed** portfolio that is **execution** focused



A differentiated financial profile with attractive margin expansion potential and capital deployment opportunities



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