

revvity

J.P. Morgan 44th Healthcare Conference

Prahlad Singh

Chief Executive Officer

January 13, 2026



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.

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 the Company excludes from these non-GAAP measures. The amounts and timing of such events and items could be material to the Company's results prepared in accordance with GAAP.

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)

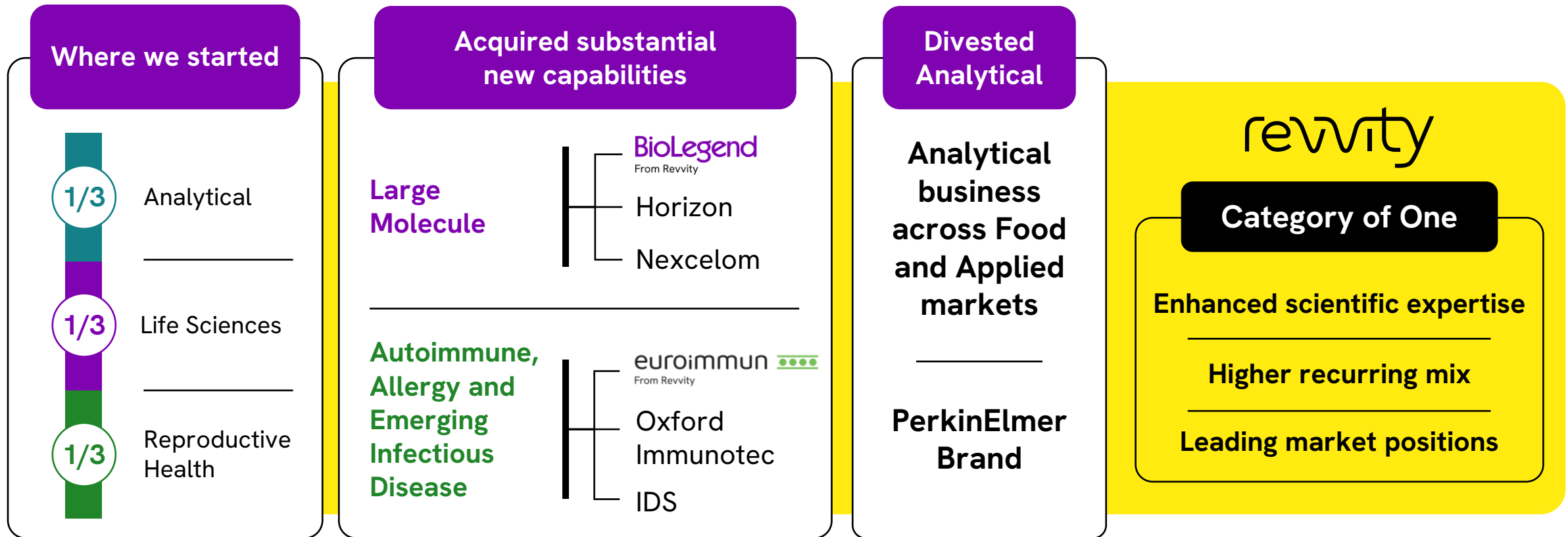
Key Definitions:

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

We have undergone a meaningful transformation

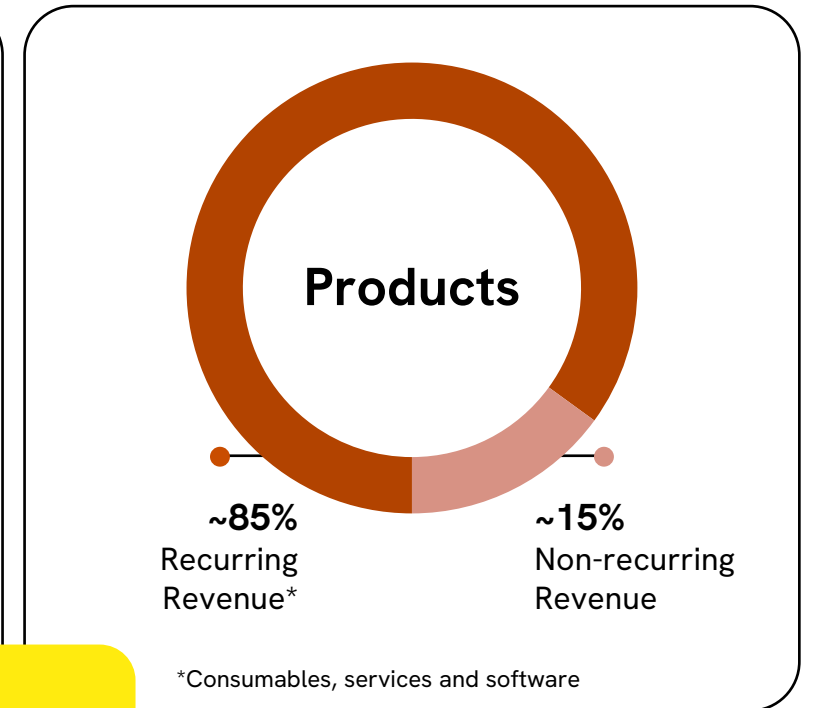
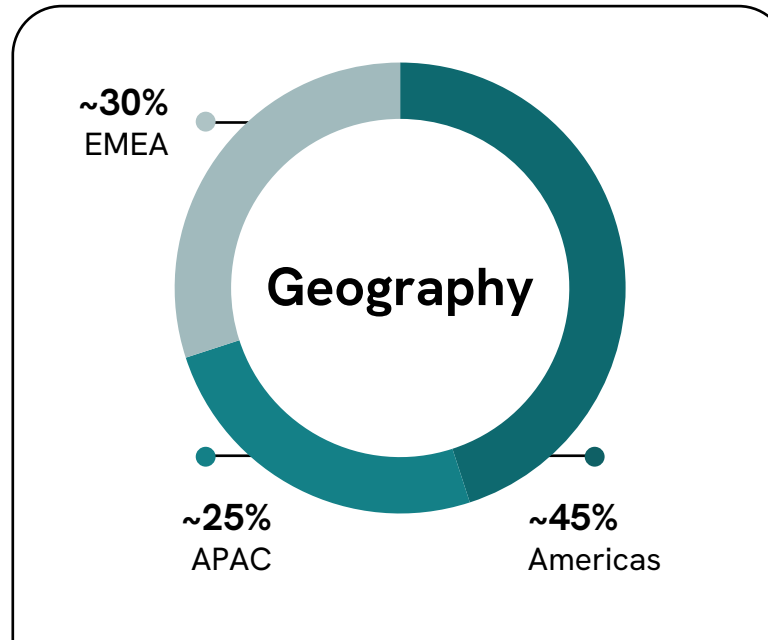
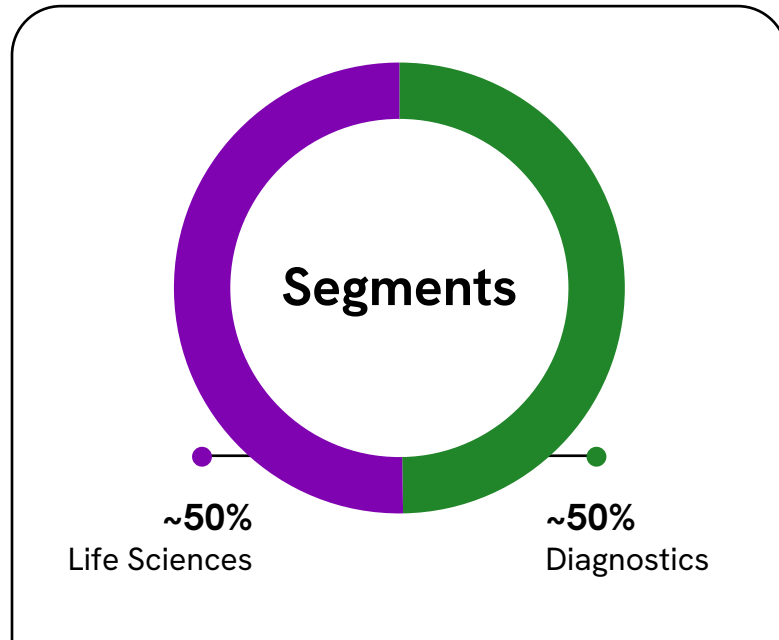
Legacy

Today



Revvity at-a-glance

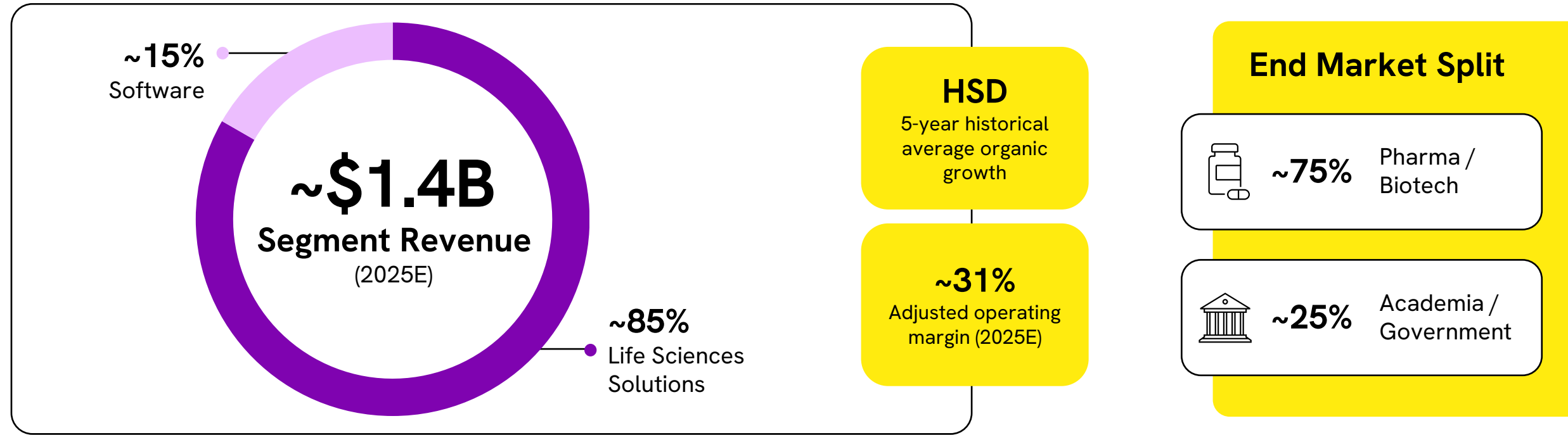
2025E Revenue: ~\$2.8B



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

Life Sciences at-a-glance

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



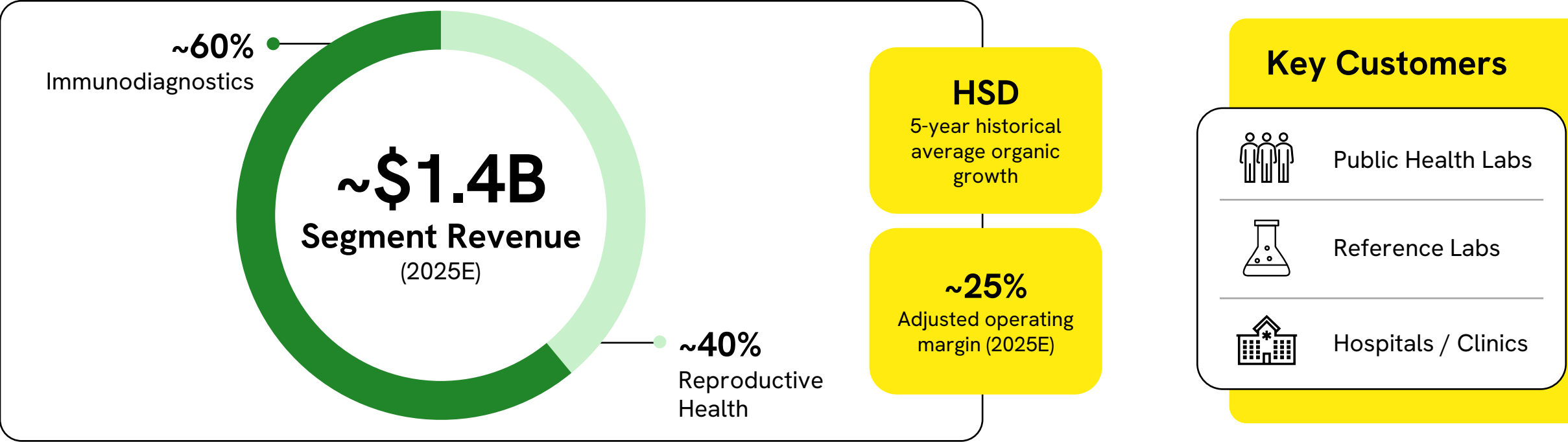
Highly innovative reagents and instrumentation

Comprehensive SaaS solutions supporting research informatics and clinical analytics workflows

Pursuing adjacent opportunities for additional growth

Diagnostics at-a-glance

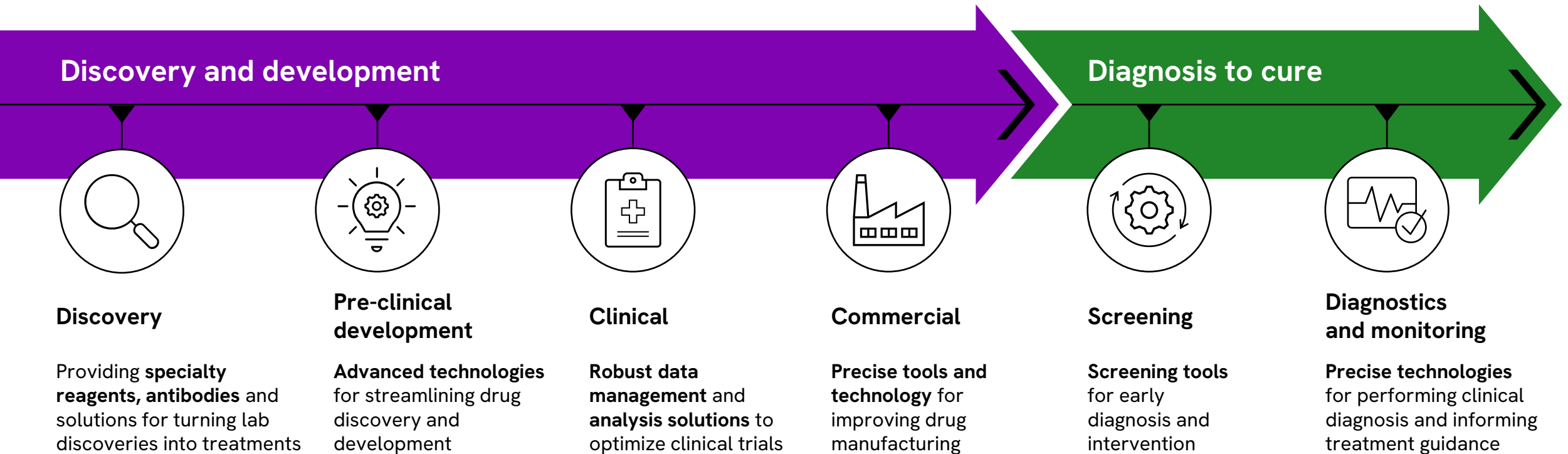
Comprehensive solutions in specialized clinical markets



High-growth specialty diagnostics portfolio | Robust offerings for screening, diagnosing and informing treatments | Driving innovation and expanding global capabilities

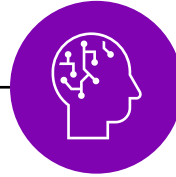
Bridging the gap from discovery to cure

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™

 + 

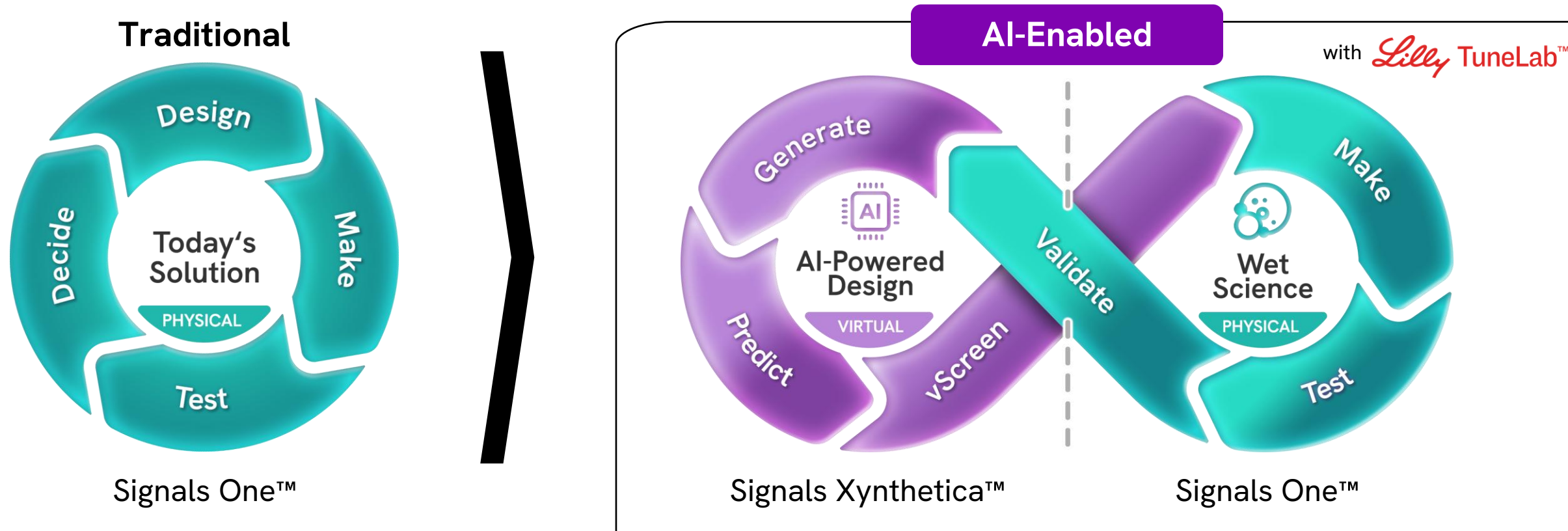
Building the leading marketplace
for trusted, high-quality AI models

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:

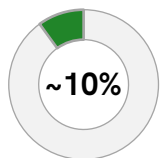
- manufacturing capacity
- regulatory capabilities
- bioprocessing catalog offerings

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

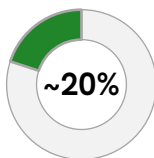
Driving downstream expansion with customers

US Immunodiagnostics Penetration

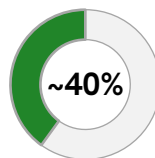
Americas revenue as % of total IDx revenue:



2019



2025



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:

FCF Conversion

~70%



Historical



>85% of adj.
net income



Today

Significant
transformation
driven by
operational
improvements

Capital Allocation

~\$1.4B in share repurchases
since becoming Revvity in 2023



~10% reduction
in share count



Operations
& Financials

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:



Operations
& Financials



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

Assumptions:

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

Market Environment

Expect existing end
market trends to
continue into 2026

Adj. Operating Margins

On track
to achieve
28.0%

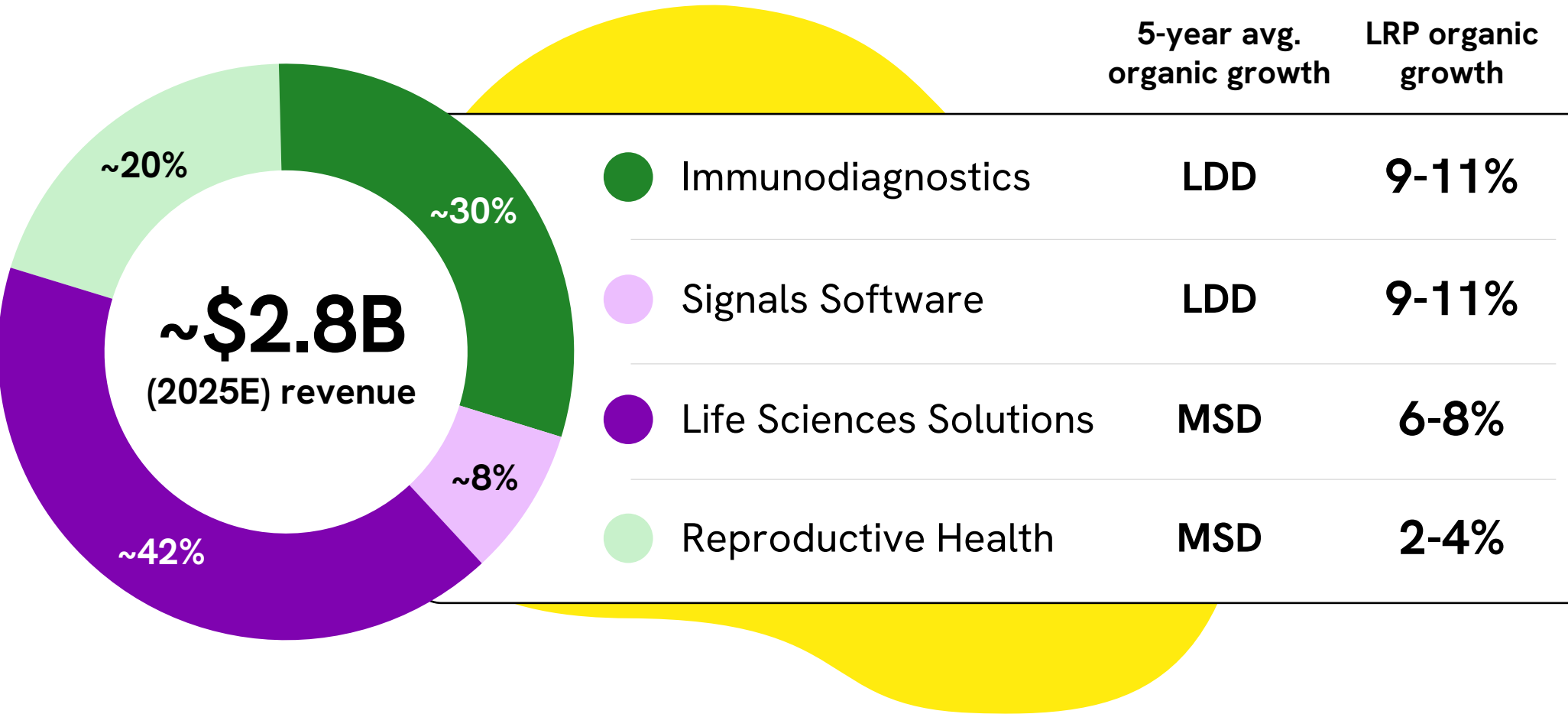
Below the Line Considerations

Increased net interest
expense offset by
lower share count

~18% adj. tax rate

Driving sustained, superior growth...

Reiterating our long-term growth algorithm

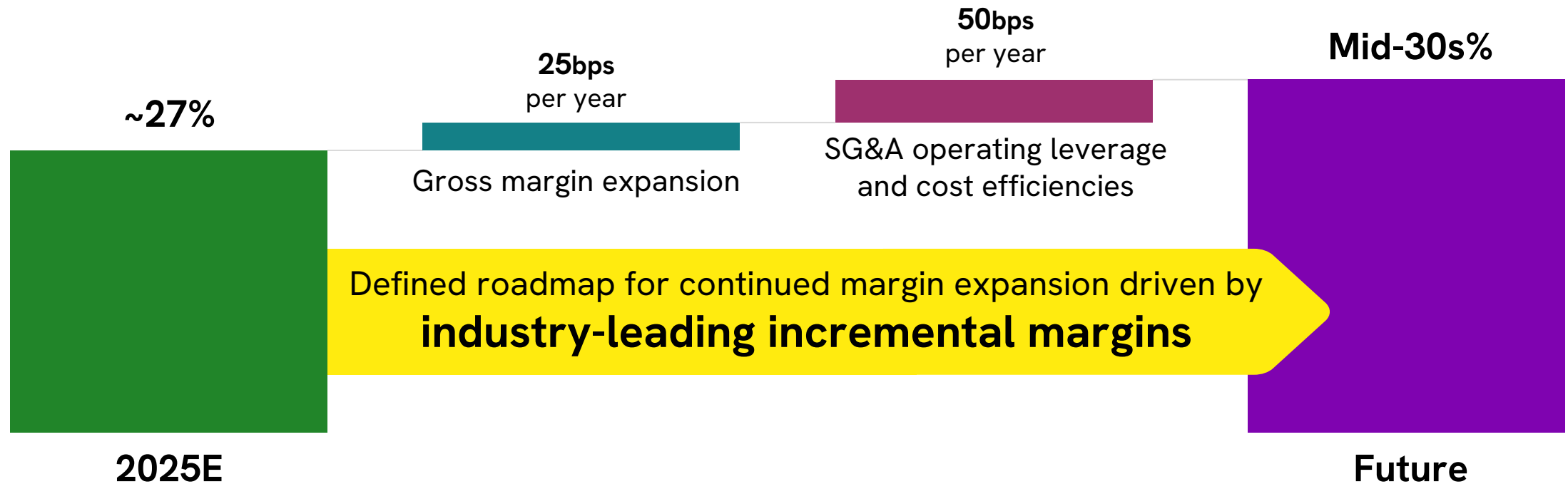


6-8%
LRP organic growth

200bps above market in normal market conditions

Additional upside provided by technology & licensing and Omics partnerships

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



...while delivering DD adj. EPS growth
over the long term, with capital deployment providing additional upside

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

revvity