

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**
Washington, D.C. 20549

FORM 10-Q

(Mark One)

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended September 29, 2024
or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____
Commission File Number 001-5075

Revity, Inc.

(Exact name of Registrant as specified in its Charter)

Massachusetts
(State or other jurisdiction of
incorporation or organization)
77 4th Avenue, Waltham, Massachusetts
(Address of principal executive offices)

04-2052042
(I.R.S. Employer
Identification No.)
02451
(Zip Code)

(781) 663-6900
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol (s)	Name of each exchange on which registered
Common stock, \$1 par value per share	RVTY	The New York Stock Exchange
1.875% Notes due 2026	RVTY 26	The New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

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Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
		Emerging growth company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark whether the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of November 1, 2024, there were outstanding 121,702,145 shares of common stock, \$1 par value per share.

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PART I. FINANCIAL INFORMATION

Item 1. Unaudited Financial Statements

REVVITY, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS
(Unaudited)

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands, except per share data)			
Product revenue	\$ 598,773	\$ 586,676	\$ 1,771,419	\$ 1,803,412
Service revenue	85,276	84,063	254,235	251,258
Total revenue	684,049	670,739	2,025,654	2,054,670
Cost of product revenue	268,391	265,178	805,583	797,645
Cost of service revenue	30,842	33,045	94,702	100,812
Total cost of revenue	299,233	298,223	900,285	898,457
Selling, general and administrative expenses	237,521	250,249	749,742	765,828
Research and development expenses	49,144	53,039	147,636	166,982
Operating income from continuing operations	98,151	69,228	227,991	223,403
Interest and other (income) expense, net	(2,206)	18,625	6,423	71,806
Income from continuing operations before income taxes	100,357	50,603	221,568	151,597
Provision for income taxes	6,971	18,134	26,880	35,661
Income from continuing operations	93,386	32,469	194,688	115,936
Income (loss) from discontinued operations	981	(22,972)	(18,948)	498,595
Net income	\$ 94,367	\$ 9,497	\$ 175,740	\$ 614,531
Basic earnings per share:				
Income from continuing operations	\$ 0.76	\$ 0.26	\$ 1.58	\$ 0.93
Income (loss) from discontinued operations	0.01	(0.18)	(0.15)	3.98
Net income	\$ 0.77	\$ 0.08	\$ 1.43	\$ 4.91
Diluted earnings per share:				
Income from continuing operations	\$ 0.76	\$ 0.26	\$ 1.58	\$ 0.93
Income (loss) from discontinued operations	0.01	(0.18)	(0.15)	3.98
Net income	\$ 0.77	\$ 0.08	\$ 1.42	\$ 4.90
Weighted average shares of common stock outstanding:				
Basic	122,810	123,992	123,198	125,161
Diluted	123,026	124,203	123,336	125,335
Cash dividends declared per common share	\$ 0.07	\$ 0.07	\$ 0.21	\$ 0.21

The accompanying notes are an integral part of these condensed consolidated financial statements.

REVVITY, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)
(Unaudited)

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Net income	\$ 94,367	\$ 9,497	\$ 175,740	\$ 614,531
Other comprehensive income (loss):				
Foreign currency translation adjustments, net of income taxes:				
Amounts recognized in other comprehensive income (loss)	109,774	(74,258)	44,130	(22,844)
Amounts recognized in discontinued operations	—	—	—	90,814
Net foreign currency translation adjustments, net of income taxes	109,774	(74,258)	44,130	67,970
Unrealized gain (loss) on securities, net of income taxes	245	(10)	647	287
Other comprehensive income (loss)	110,019	(74,268)	44,777	68,257
Comprehensive income (loss)	<u>\$ 204,386</u>	<u>\$ (64,771)</u>	<u>\$ 220,517</u>	<u>\$ 682,788</u>

The accompanying notes are an integral part of these condensed consolidated financial statements.

REVVITY, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEETS
(Unaudited)

	September 29, 2024	December 31, 2023
	(In thousands, except share and per share data)	
Current assets:		
Cash and cash equivalents	\$ 1,229,778	\$ 913,163
Marketable securities	—	689,916
Accounts receivable, net	602,141	632,811
Inventories, net	404,570	428,062
Other current assets	211,917	337,139
Total current assets	2,448,406	3,001,091
Property, plant and equipment, net	517,932	509,654
Operating lease right-of-use assets, net	149,305	155,083
Intangible assets, net	2,763,211	3,022,321
Goodwill	6,558,660	6,533,550
Other assets, net	332,223	342,966
Total assets	\$ 12,769,737	\$ 13,564,665
Current liabilities:		
Current portion of long-term debt	\$ 1,045	\$ 721,872
Accounts payable	176,407	204,121
Accrued expenses and other current liabilities	510,488	524,470
Total current liabilities	687,940	1,450,463
Long-term debt	3,185,699	3,177,770
Deferred taxes and other long-term liabilities	845,998	930,946
Operating lease liabilities	128,399	132,747
Total liabilities	4,848,036	5,691,926
Commitments and contingencies (see Note 13)		
Stockholders' equity:		
Preferred stock—\$1 par value per share, authorized 1,000,000 shares; none issued or outstanding	—	—
Common stock—\$1 par value per share, authorized 300,000,000 shares; issued and outstanding 122,091,000 shares and 123,426,000 shares at September 29, 2024 and December 31, 2023, respectively	122,091	123,426
Capital in excess of par value	2,272,405	2,416,793
Retained earnings	5,759,120	5,609,212
Accumulated other comprehensive loss	(231,915)	(276,692)
Total stockholders' equity	7,921,701	7,872,739
Total liabilities and stockholders' equity	\$ 12,769,737	\$ 13,564,665

The accompanying notes are an integral part of these condensed consolidated financial statements.

REVVITY, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY
(Unaudited)

For the Nine-Month Period Ended September 29, 2024

	Common Stock Shares	Common Stock Amount	Capital in Excess of Par Value	Retained Earnings	Accumulated Other Comprehensive Loss	Total Stockholders' Equity
	(In thousands)					
Balance, December 31, 2023	123,426	\$ 123,426	\$ 2,416,793	\$ 5,609,212	\$ (276,692)	\$ 7,872,739
Net income	—	—	—	26,013	—	26,013
Other comprehensive loss	—	—	—	—	(48,662)	(48,662)
Dividends	—	—	—	(8,645)	—	(8,645)
Exercise of employee stock options	75	75	4,036	—	—	4,111
Purchases of common stock	(103)	(103)	(10,653)	—	—	(10,756)
Issuance of common stock for long-term incentive program	94	94	9,041	—	—	9,135
Stock compensation	—	—	2,561	—	—	2,561
Balance, March 31, 2024	<u>123,492</u>	<u>\$ 123,492</u>	<u>\$ 2,421,778</u>	<u>\$ 5,626,580</u>	<u>\$ (325,354)</u>	<u>\$ 7,846,496</u>
Net income	—	—	—	55,360	—	55,360
Other comprehensive loss	—	—	—	—	(16,580)	(16,580)
Dividends	—	—	—	(8,643)	—	(8,643)
Exercise of employee stock options	22	22	1,837	—	—	1,859
Issuance of common stock for employee stock purchase plans	14	14	1,414	—	—	1,428
Purchases of common stock	(196)	(196)	(19,943)	—	—	(20,139)
Issuance of common stock for long-term incentive program	36	36	8,030	—	—	8,066
Stock compensation	—	—	2,467	—	—	2,467
Balance, June 30, 2024	<u>123,368</u>	<u>\$ 123,368</u>	<u>\$ 2,415,583</u>	<u>\$ 5,673,297</u>	<u>\$ (341,934)</u>	<u>\$ 7,870,314</u>
Net income	—	—	—	94,367	—	94,367
Other comprehensive income	—	—	—	—	110,019	110,019
Dividends	—	—	—	(8,544)	—	(8,544)
Exercise of employee stock options	2	2	139	—	—	141
Purchases of common stock	(1,285)	(1,285)	(153,833)	—	—	(155,118)
Issuance of common stock for long-term incentive program	6	6	7,871	—	—	7,877
Stock compensation	—	—	2,645	—	—	2,645
Balance, September 29, 2024	<u>122,091</u>	<u>\$ 122,091</u>	<u>\$ 2,272,405</u>	<u>\$ 5,759,120</u>	<u>\$ (231,915)</u>	<u>\$ 7,921,701</u>

For the Nine-Month Period Ended October 1, 2023

	Common Stock Shares	Common Stock Amount	Capital in Excess of Par Value	Retained Earnings	Accumulated Other Comprehensive Loss	Total Stockholders' Equity
	(In thousands)					
Balance, January 1, 2023	126,300	\$ 126,300	\$ 2,753,055	\$ 4,951,018	\$ (447,497)	\$ 7,382,876
Net income	—	—	—	569,475	—	569,475
Other comprehensive income	—	—	—	—	143,116	143,116
Dividends	—	—	—	(8,841)	—	(8,841)
Exercise of employee stock options	9	9	514	—	—	523
Purchases of common stock	(516)	(516)	(67,013)	—	—	(67,529)
Issuance of common stock for long-term incentive program	188	188	10,970	—	—	11,158
Stock compensation	—	—	3,032	—	—	3,032
Balance, April 2, 2023	<u>125,981</u>	<u>\$ 125,981</u>	<u>\$ 2,700,558</u>	<u>\$ 5,511,652</u>	<u>\$ (304,381)</u>	<u>\$ 8,033,810</u>
Net income	—	—	—	35,559	—	35,559
Other comprehensive loss	—	—	—	—	(591)	(591)
Dividends	—	—	—	(8,687)	—	(8,687)
Exercise of employee stock options	33	33	2,659	—	—	2,692
Issuance of common stock for employee stock purchase plans	15	15	1,624	—	—	1,639
Purchases of common stock	(1,707)	(1,707)	(206,439)	—	—	(208,146)
Issuance of common stock for long-term incentive program	25	25	10,768	—	—	10,793
Stock compensation	—	—	2,889	—	—	2,889
Balance, July 2, 2023	<u>124,347</u>	<u>\$ 124,347</u>	<u>\$ 2,512,059</u>	<u>\$ 5,538,524</u>	<u>\$ (304,972)</u>	<u>\$ 7,869,958</u>
Net income	—	—	—	9,497	—	9,497
Other comprehensive loss	—	—	—	—	(74,268)	(74,268)
Dividends	—	—	—	(8,619)	—	(8,619)
Exercise of employee stock options	6	6	500	—	—	506
Purchases of common stock	(1,013)	(1,013)	(112,449)	—	—	(113,462)
Issuance of common stock for long-term incentive program	9	9	8,154	—	—	8,163
Stock compensation	—	—	2,506	—	—	2,506
Balance, October 1, 2023	<u>123,349</u>	<u>\$ 123,349</u>	<u>\$ 2,410,770</u>	<u>\$ 5,539,402</u>	<u>\$ (379,240)</u>	<u>\$ 7,694,281</u>

The accompanying notes are an integral part of these condensed consolidated financial statements.

REVVITY, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(Unaudited)

	Nine Months Ended	
	September 29, 2024	October 1, 2023
(In thousands)		
Operating activities:		
Net income	\$ 175,740	\$ 614,531
Loss (income) from discontinued operations, net of income taxes	18,948	(498,595)
Income from continuing operations	194,688	115,936
Adjustments to reconcile income from continuing operations to net cash provided by continuing operations:		
Stock-based compensation	32,756	34,229
Restructuring and other costs, net	22,119	15,936
Depreciation and amortization	322,816	326,201
Change in fair value of contingent consideration	6,006	1,718
Amortization of deferred debt financing costs and accretion of discounts	5,051	5,800
Change in fair value of financial securities	(13,975)	12,842
Debt extinguishment gain	—	(3,422)
Unrealized foreign exchange (gain) loss	(1,063)	23,679
Changes in assets and liabilities which provided (used) cash:		
Accounts receivable, net	33,291	(30,913)
Inventories	26,817	(34,834)
Accounts payable	(24,782)	(85,394)
Accrued expenses and other	(114,236)	(322,995)
Net cash provided by operating activities of continuing operations	489,488	58,783
Net cash used in operating activities of discontinued operations	(35,419)	(164,124)
Net cash provided by (used in) operating activities	454,069	(105,341)
Investing activities:		
Capital expenditures	(62,194)	(57,252)
Purchases of investments and notes receivables	(4,337)	(6,000)
Proceeds from investments and notes receivables	2,500	—
Purchases of marketable securities	—	(831,219)
Proceeds from marketable securities	710,000	550,000
Proceeds from disposition of businesses and assets	—	153
Cash paid for acquisitions, net of cash acquired	—	(2,086)
Net cash provided by (used in) investing activities of continuing operations	645,969	(346,404)
Net cash provided by investing activities of discontinued operations	147,522	2,074,734
Net cash provided by investing activities	793,491	1,728,330
Financing activities:		
Payments of senior unsecured notes	(711,479)	(517,973)
Payments of debt financing and equity issuance costs	—	(15)
Net (payments) proceeds of other credit facilities	(10,771)	7,218
Payments for acquisition-related contingent consideration	(8,832)	(10,117)
Proceeds from issuance of common stock under stock plans	6,173	3,721
Purchases of common stock	(184,421)	(384,014)
Dividends paid	(25,915)	(26,327)
Net cash used in financing activities	(935,245)	(927,507)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	4,120	(28,270)

Net increase in cash, cash equivalents and restricted cash	316,435	667,212
Cash, cash equivalents and restricted cash at beginning of period	914,373	470,746
Cash, cash equivalents and restricted cash at end of period	<u>\$ 1,230,808</u>	<u>\$ 1,137,958</u>

Supplemental disclosures of cash flow information

Reconciliation of cash, cash equivalents and restricted cash reported within the condensed consolidated balance sheets that sum to the total shown in the condensed consolidated statements of cash flows:

Cash and cash equivalents	\$ 1,229,778	\$ 1,136,721
Restricted cash included in other current assets	1,030	1,237
Total cash, cash equivalents and restricted cash shown in the condensed consolidated statements of cash flows	<u>\$ 1,230,808</u>	<u>\$ 1,137,958</u>

Supplemental disclosures of non-cash investing and financing activities:

Consideration receivable from sale of business	\$ —	\$ 261,317
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The accompanying notes are an integral part of these condensed consolidated financial statements.

REVVITY, INC. AND SUBSIDIARIES
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
(Unaudited)

Note 1: Basis of Presentation

The condensed consolidated financial statements included herein have been prepared by Revvity, Inc. (the “Company”), in accordance with accounting principles generally accepted in the United States of America (the “U.S.” or the “United States”) and pursuant to the rules and regulations of the Securities and Exchange Commission (the “SEC”). Certain information in the footnote disclosures of the financial statements has been condensed or omitted where it substantially duplicates information provided in the Company’s latest audited consolidated financial statements, in accordance with the rules and regulations of the SEC. These condensed consolidated financial statements should be read in conjunction with the Company’s audited consolidated financial statements and notes included in its Annual Report on Form 10-K for the fiscal year ended December 31, 2023, filed with the SEC (the “2023 Form 10-K”). The balance sheet amounts at December 31, 2023 in this report were derived from the Company’s audited 2023 consolidated financial statements included in the 2023 Form 10-K. The condensed consolidated financial statements reflect all adjustments that, in the opinion of management, are necessary for a fair presentation of the Company’s financial position, results of operations and cash flows for the periods indicated. The preparation of financial statements in conformity with U.S. Generally Accepted Accounting Principles requires management to make estimates and assumptions that affect the reported amounts and classifications of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. The results of operations for the three and nine months ended September 29, 2024 and October 1, 2023, respectively, are not necessarily indicative of the results for the entire fiscal year or any future period.

In March 2023, the Company completed the sale of certain assets and the equity interests of certain entities constituting the Company’s Applied, Food and Enterprise Services businesses (the “Business”). The Business is reported for all periods as discontinued operations in the Company’s condensed consolidated financial statements.

Accounting Standards Recently Adopted: In November 2023, the Financial Accounting Standards Boards (“FASB”) issued Accounting Standards Update 2023-07, *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures* (“ASU 2023-07”). ASU 2023-07 amends Accounting Standards Codification 280, *Segment Reporting* (“ASC 280”) to require public entities to disclose significant segment expenses and other segment items that are regularly provided to the chief operating decision maker and included in each reported measure of a reportable segment’s profit or loss, on an annual and interim basis, and provide in interim periods all disclosures about a reportable segment’s profit or loss and assets that are currently required annually. The guidance is required to be applied retrospectively to all periods presented in the financial statements, unless impracticable. On January 1, 2024, the Company adopted ASU 2023-07 and it will first apply to the Company’s annual disclosures for the year ending December 29, 2024, which the Company is in the process of drafting.

Accounting Standards Not Yet Adopted: In December 2023, the FASB issued Accounting Standards Update 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures* (“ASU 2023-09”). ASU 2023-09 will require public entities to disclose on an annual basis a tabular reconciliation using both percentages and amounts, broken out into specific categories with certain reconciling items at or above 5% of the statutory (i.e. expected) tax further broken out by nature and/or jurisdiction. ASU 2023-09 requires all entities to disclose on an annual basis the amount of income taxes paid (net of refunds received), disaggregated between federal (national), state/local and foreign, and amounts paid to an individual jurisdiction when 5% or more of the total income taxes paid. The guidance is required to be applied on a prospective basis; retrospective application is permitted. The guidance is effective for annual periods beginning after December 15, 2024. Early adoption is permitted. Although the guidance only requires additional disclosures, the Company is in the process of determining the impact of this guidance to its income tax disclosures.

Note 2: Revenue
Disaggregation of revenue

In the following tables, revenue is disaggregated by primary geographical markets and major goods and service lines.

	Reportable Segments					
	Three Months Ended					
	September 29, 2024			October 1, 2023		
Life Sciences	Diagnostics	Total	Life Sciences	Diagnostics	Total	
(In thousands)						
Primary geographical markets						
Americas	\$ 163,071	\$ 139,254	\$ 302,325	\$ 159,916	\$ 133,679	\$ 293,595
Europe	67,708	114,330	182,038	72,638	105,420	178,058
Asia	70,142	129,544	199,686	75,301	123,785	199,086
	<u>\$ 300,921</u>	<u>\$ 383,128</u>	<u>\$ 684,049</u>	<u>\$ 307,855</u>	<u>\$ 362,884</u>	<u>\$ 670,739</u>
Major goods/service lines						
Life Sciences reagents	\$ 178,779	\$ —	\$ 178,779	\$ 171,924	\$ —	\$ 171,924
Life Sciences instruments	78,797	—	78,797	89,658	—	89,658
Life Sciences software	43,345	—	43,345	46,273	—	46,273
Reproductive health	—	132,743	132,743	—	123,169	123,169
Applied genomics	—	52,691	52,691	—	53,434	53,434
Immunodiagnosics	—	197,694	197,694	—	186,281	186,281
	<u>\$ 300,921</u>	<u>\$ 383,128</u>	<u>\$ 684,049</u>	<u>\$ 307,855</u>	<u>\$ 362,884</u>	<u>\$ 670,739</u>

	Reportable Segments					
	Nine Months Ended					
	September 29, 2024			October 1, 2023		
Life Sciences	Diagnostics	Total	Life Sciences	Diagnostics	Total	
(In thousands)						
Primary geographical markets						
Americas	\$ 487,812	\$ 416,650	\$ 904,462	\$ 508,565	\$ 405,885	\$ 914,450
Europe	204,711	340,477	545,188	227,630	326,942	554,572
Asia	225,282	350,722	576,004	236,454	349,194	585,648
	<u>\$ 917,805</u>	<u>\$ 1,107,849</u>	<u>\$ 2,025,654</u>	<u>\$ 972,649</u>	<u>\$ 1,082,021</u>	<u>\$ 2,054,670</u>
Major goods/service lines						
Life Sciences reagents	\$ 532,856	\$ —	\$ 532,856	\$ 554,010	\$ —	\$ 554,010
Life Sciences instruments	245,959	—	245,959	285,933	—	285,933
Life Sciences software	138,990	—	138,990	132,706	—	132,706
Reproductive health	—	385,793	385,793	—	373,911	373,911
Applied genomics	—	151,425	151,425	—	175,941	175,941
Immunodiagnosics	—	570,631	570,631	—	532,169	532,169
	<u>\$ 917,805</u>	<u>\$ 1,107,849</u>	<u>\$ 2,025,654</u>	<u>\$ 972,649</u>	<u>\$ 1,082,021</u>	<u>\$ 2,054,670</u>

Contract Balances

Contract assets: The unbilled receivables (contract assets) primarily relate to the Company’s right to consideration for work completed but not billed at the reporting date. The unbilled receivables are transferred to trade receivables when billed to customers. Contract assets are generally classified as current assets and are included in “Accounts receivable, net” in the condensed consolidated balance sheets.

Contract liabilities: The contract liabilities primarily relate to the advance consideration received from customers for products and related services for which transfer of control has not occurred at the balance sheet date. Contract liabilities are classified as either current in “Accounts payable” or “Accrued expenses and other current liabilities” or as long-term in “Deferred taxes and long-term liabilities” in the condensed consolidated balance sheets based on the timing of when the Company expects to recognize revenue. The contract liability balances at the beginning of each period presented were generally fully recognized in the subsequent three month period. The performance obligations that are unsatisfied (or partially unsatisfied) at the end of each period presented are not material to the Company.

Contract balances were as follows:

	September 29, 2024	December 31, 2023
	(In thousands)	
Contract assets	\$ 50,561	\$ 52,648
Contract liabilities	(20,021)	(22,504)

Note 3: Discontinued Operations

On March 13, 2023, the Company completed the sale (the “Closing”) of the Business to PerkinElmer Topco, L.P. (formerly known as Polaris Purchaser, L.P.) (the “Purchaser”), a Delaware limited partnership owned by funds managed by affiliates of New Mountain Capital L.L.C. (the “Sponsor”), for an aggregate purchase price of up to \$2.45 billion. The Company received approximately \$2.27 billion in cash proceeds before transaction costs. At the Closing, the Company was entitled to an additional \$75.0 million in proceeds payable in installments to commence upon the Company’s ceasing the use of the PerkinElmer brand and related trademarks and transferring them to the Purchaser (“Brand Fee”). The discounted value of the \$75.0 million was measured as \$65.2 million and was included in the proceeds. During the second quarter of fiscal year 2024, the Company received the first installment of the Brand Fee. The Company expects to receive the remaining balance of the Brand Fee in installments through March 2025. In addition, the Company is entitled to additional consideration of up to \$150.0 million that is contingent on the exit valuation the Sponsor and its affiliated funds receive on a sale or other capital events related to the Business. The fair value of this element of consideration was determined to be \$15.9 million and was included in the proceeds at Closing. The Company received approximately \$138.5 million of cash for post-closing adjustments during the second quarter of fiscal year 2024.

In connection and concurrent with the Closing, the Company also entered into a Transition Services Agreement (“TSA”) with the Purchaser for a period of up to 24 months from the Closing. The costs and amounts of reimbursements related to the TSA and other commercial transactions between the parties were not significant in fiscal year 2023 or the nine months ended September 29, 2024. The amounts in future periods are not expected to be significant.

The Business had been reported in the Company’s Discovery & Analytical Solutions segment, which is now referred to as the Life Sciences segment. The sale of the Business represented a strategic shift that has had a major effect on the Company’s operations and financial statements. Accordingly, the Business is reported for all periods as discontinued operations in the

Company's consolidated financial statements. The following table summarizes the results of discontinued operations which are presented as income (loss) from discontinued operations in the Company's condensed consolidated statements of operations:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Revenue	\$ —	\$ —	\$ —	\$ 175,423
Cost of revenue	—	—	—	124,647
Selling, general and administrative expenses	—	—	—	74,794
Research and development expenses	—	—	—	10,434
Operating loss	—	—	—	(34,452)
Other income (expense):				
Gain (loss) on sale	402	(58)	(25,057)	835,629
Other income, net	—	—	—	913
Total other (expense) income	402	(58)	(25,057)	836,542
Income (loss) from discontinued operations before income taxes	402	(58)	(25,057)	802,090
(Benefit from) provision for income taxes	(579)	22,914	(6,109)	303,495
Income (loss) from discontinued operations	\$ 981	\$ (22,972)	\$ (18,948)	\$ 498,595

Note 4: Interest and Other Expense, Net

Interest and other (income) expense, net, consisted of the following:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Interest income	\$ (22,764)	\$ (23,450)	\$ (63,362)	\$ (53,768)
Interest expense	24,383	25,486	73,497	74,231
Change in fair value of financial securities	(7,004)	13,587	(13,975)	12,842
Other components of net periodic pension cost	1,956	497	5,778	4,972
Foreign exchange losses and other expense, net	1,223	2,505	4,485	33,529
Total interest and other (income) expense, net	\$ (2,206)	\$ 18,625	\$ 6,423	\$ 71,806

Note 5: Inventories, net

Inventories, net consisted of the following:

	September 29, 2024	December 31, 2023
	(In thousands)	
Raw materials	\$ 193,599	\$ 197,268
Work in progress	70,988	69,176
Finished goods	139,983	161,618
Total inventories, net	\$ 404,570	\$ 428,062

Note 6: Debt

The Company's debt consisted of the following:

	September 29, 2024			
	Outstanding Principal	Unamortized Debt Discount	Unamortized Debt Issuance Costs	Net Carrying Amount
	(In thousands)			
Long-Term Debt:				
Senior Unsecured Revolving Credit Facility	\$ —	\$ —	\$ (1,422)	\$ (1,422)
€500,000 Principal 1.875% Senior Unsecured Notes due in 2026	557,900	(1,028)	(905)	555,967
1.900% Senior Unsecured Notes due in 2028	500,000	(211)	(2,543)	497,246
3.3% Senior Unsecured Notes due in 2029	850,000	(1,502)	(4,157)	844,341
2.55% Senior Unsecured Notes due in March 2031	400,000	(90)	(2,358)	397,552
2.250% Senior Unsecured Notes due in September 2031	500,000	(1,094)	(3,146)	495,760
3.625% Senior Unsecured Notes due in 2051	400,000	(3)	(4,051)	395,946
Other Debt Facilities, non-current	309	—	—	309
Total Long-Term Debt	\$ 3,208,209	\$ (3,928)	\$ (18,582)	\$ 3,185,699
Current Portion of Long-term Debt:				
Other Debt Facilities, current	1,045	—	—	1,045
Total Current Portion of Long-Term Debt	1,045	—	—	1,045
Total	\$ 3,209,254	\$ (3,928)	\$ (18,582)	\$ 3,186,744

During the three months ended September 29, 2024, the Company paid in full \$711.5 million of outstanding 0.850% Senior Unsecured Notes that became due in September 2024 ("2024 Notes"). During the three months ended September 29, 2024, the Company received proceeds of \$710.0 million upon the maturity of all its outstanding U.S. Treasury securities and utilized those proceeds to partially repay the outstanding 2024 Notes.

Note 7: Earnings Per Share

Basic earnings per share was computed by dividing net income by the weighted-average number of common shares outstanding during the period less restricted unvested shares. Diluted earnings per share was computed by dividing net income by the weighted-average number of common shares outstanding plus all potentially dilutive common stock equivalents, primarily shares issuable upon the exercise of stock options using the treasury stock method. The following table reconciles the number of shares utilized in the earnings per share calculations:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Number of common shares—basic	122,810	123,992	123,198	125,161
Effect of dilutive securities:				
Stock options	56	106	54	125
Restricted stock awards	160	105	84	49
Number of common shares—diluted	123,026	124,203	123,336	125,335
Number of potentially dilutive securities excluded from calculation due to antidilutive impact	949	750	2,979	750

Antidilutive securities include outstanding stock options with exercise prices and average unrecognized compensation cost in excess of the average fair market value of common stock for the related period. Antidilutive options were excluded from the calculation of diluted net income per share and could become dilutive in the future.

Note 8: Segment Information

The Company discloses information about its operating segments based on the way that management organizes the segments within the Company for making operating decisions and assessing financial performance. The Company evaluates the performance of its operating segments based on revenue and operating income as adjusted for certain items. Intersegment revenue and transfers are not significant. The accounting policies of the operating segments are the same as those described in Note 1, *Nature of Operations and Accounting Policies*, to the audited consolidated financial statements in the 2023 Form 10-K.

The principal products and services of the Company's two operating segments are:

- *Life Sciences*. Provides products and services targeted towards life sciences customers.
- *Diagnostics*. Develops diagnostics, tools and applications focused on clinically-oriented customers, especially within the areas of reproductive health, emerging market diagnostics and applied genomics.

The Company has included the expenses for its corporate headquarters, such as legal, tax, audit, human resources, information technology, and other management and compliance costs, as "Corporate" below. The Company has a process to allocate and recharge expenses to the reportable segments when these costs are administered or paid by the corporate headquarters based on the extent to which the segment benefited from the expenses. These amounts have been calculated in a consistent manner and are included in the Company's calculations of segment results to internally plan and assess the performance of each segment for all purposes, including determining the compensation of the business leaders for each of the Company's operating segments.

The primary financial measure by which the Company evaluates the performance of its segments is adjusted operating income, which consists of operating income excluding the effects of amortization of intangible assets, adjustments to operations arising from purchase accounting (primarily change in fair value of contingent consideration), acquisition and divestiture-related costs, and other costs that are not expected to recur or are of a non-cash nature, including primarily restructuring actions.

Revenue and operating income (loss) from continuing operations by reportable segment are shown in the table below:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
(In thousands)				
Segment Revenues				
Life Sciences	\$ 300,921	\$ 307,855	\$ 917,805	\$ 972,649
Diagnostics	383,333	363,090	1,108,470	1,082,639
Revenue purchase accounting adjustments	(205)	(206)	(621)	(618)
Total revenues	\$ 684,049	\$ 670,739	\$ 2,025,654	\$ 2,054,670
Segment Operating Income				
Life Sciences	\$ 102,979	\$ 114,192	\$ 317,105	\$ 371,410
Diagnostics	101,434	81,741	274,779	241,414
Corporate	(10,915)	(11,323)	(33,725)	(34,727)
Subtotal reportable segments adjusted operating income	193,498	184,610	558,159	578,097
Amortization of intangible assets	(89,642)	(90,920)	(271,500)	(275,489)
Purchase accounting adjustments	(103)	(1,080)	(7,348)	(3,057)
Acquisition, divestiture and rebranding costs	(4,874)	(12,550)	(22,115)	(59,080)
Significant litigation matters and settlements	(810)	—	(7,086)	—
Significant environmental matters	—	—	—	(1,132)
Restructuring and other, net	82	(10,832)	(22,119)	(15,936)
Operating income from continuing operations	98,151	69,228	227,991	223,403
Interest and other (income) expense, net (see Note 4)	(2,206)	18,625	6,423	71,806
Income from continuing operations before income taxes	\$ 100,357	\$ 50,603	\$ 221,568	\$ 151,597

Note 9: Stockholders' Equity

Comprehensive Income:

The components of accumulated other comprehensive loss consisted of the following:

	September 29, 2024	December 31, 2023
(In thousands)		
Foreign currency translation adjustments, net of income taxes	\$ (231,548)	\$ (275,678)
Unrecognized prior service costs, net of income taxes	(798)	(798)
Unrealized net gains (losses) on marketable securities, net of income taxes	431	(216)
Accumulated other comprehensive loss	\$ (231,915)	\$ (276,692)

Stock Repurchases:

On April 27, 2023, the Company's Board of Directors (the "Board") authorized the Company to repurchase shares of common stock for an aggregate amount up to \$600.0 million under a stock repurchase program (the "Repurchase Program"). During the three months ended September 29, 2024, the Company repurchased 1,283,609 shares of common stock under the Repurchase Program for an aggregate cost of \$153.4 million. During the nine months ended September 29, 2024, the Company repurchased 1,535,311 shares of common stock under the Repurchase Program for an aggregate cost of \$179.3 million. Subsequent to the third quarter of fiscal year 2024, the Company repurchased 284,985 shares of common stock under the Repurchase Program at an aggregate cost of \$34.3 million.

On October 24, 2024, the Repurchase Program was terminated by the Board and the Board authorized the Company to repurchase shares of common stock for an aggregate amount up to \$1.0 billion under a new stock repurchase program (the "New Repurchase Program"). No shares remain available for repurchase under the Repurchase Program due to its termination.

The New Repurchase Program will expire on October 23, 2026 unless terminated earlier by the Board and may be suspended or discontinued at any time. Subsequent to October 24, 2024, the Company repurchased 171,400 shares of common stock under the New Repurchase Program at an aggregate cost of \$20.3 million.

In addition, the Board has authorized the Company to repurchase shares of common stock to satisfy minimum statutory tax withholding obligations in connection with the vesting of restricted stock awards and restricted stock unit awards granted pursuant to the Company's equity incentive plans and to satisfy obligations related to the exercise of stock options made pursuant to the Company's equity incentive plans. During the three months ended September 29, 2024, the Company repurchased 1,383 shares of common stock for this purpose at an aggregate cost of \$0.2 million. During the nine months ended September 29, 2024, the Company repurchased 49,041 shares of common stock for this purpose at an aggregate cost of \$5.2 million. The repurchased shares have been reflected as additional authorized but unissued shares, with the payments reflected in common stock and capital in excess of par value.

Dividends:

The Board declared a regular quarterly cash dividend of \$0.07 per share for each of the first three quarters of fiscal year 2024 and in each quarter of fiscal year 2023. At September 29, 2024, the Company had accrued \$8.5 million for dividends declared on July 25, 2024 for the third quarter of fiscal year 2024 that will be paid in November 2024. On October 24, 2024, the Company announced that the Board had declared a quarterly dividend of \$0.07 per share for the fourth quarter of fiscal year 2024 that will be payable in February 2025. In the future, the Board may determine to reduce or eliminate the Company's common stock dividend in order to fund investments for growth, repurchase shares or conserve capital resources.

Note 10: Goodwill and Intangible Assets, Net

The Company tests goodwill at least annually for possible impairment. The Company completes the annual testing of impairment for goodwill on the later of January 1 or the first day of each fiscal year. In addition to its annual test, the Company regularly evaluates whether events or circumstances have occurred that may indicate a potential impairment of goodwill.

The process of testing goodwill for impairment involves the determination of the fair value of the applicable reporting units. The test consists of the comparison of the fair value to the carrying value of the reporting unit to determine if the carrying value exceeds the fair value. If the carrying value of the reporting unit exceeds its fair value, an impairment loss in an amount equal to that excess is recognized up to the amount of goodwill. The Company performed its annual impairment testing for its reporting units as of January 1, 2024, its annual impairment testing date for fiscal year 2024. There were no impairments measured in the periods presented. While the Company believes that its estimates of current value are reasonable, if actual results differ from the estimates and judgments used, including such items as future cash flows and the volatility inherent in markets which the Company serves, impairment charges against the carrying value of those assets could be required in the future.

The changes in the carrying amount of goodwill for the nine months ended September 29, 2024 were as follows:

	Life Sciences	Diagnostics	Consolidated
	(In thousands)		
Balance at December 31, 2023	\$ 4,587,938	\$ 1,945,612	\$ 6,533,550
Foreign currency translation	20,307	4,803	25,110
Balance at September 29, 2024	<u>\$ 4,608,245</u>	<u>\$ 1,950,415</u>	<u>\$ 6,558,660</u>

Identifiable intangible asset balances by category were as follows:

	September 29, 2024	December 31, 2023
(In thousands)		
Patents	\$ 27,810	\$ 27,811
Less: Accumulated amortization	(26,240)	(26,072)
Net patents	1,570	1,739
Trade names and trademarks	147,668	145,542
Less: Accumulated amortization	(88,516)	(73,781)
Net trade names and trademarks	59,152	71,761
Licenses	27,444	27,018
Less: Accumulated amortization	(17,582)	(16,551)
Net licenses	9,862	10,467
Core technology	1,600,787	1,582,458
Less: Accumulated amortization	(724,620)	(607,814)
Net core technology	876,167	974,644
Customer relationships	2,852,499	2,842,531
Less: Accumulated amortization	(1,036,039)	(878,821)
Net customer relationships	1,816,460	1,963,710
Total	\$ 2,763,211	\$ 3,022,321

Total amortization expense related to amortizable intangible assets was \$89.6 million and \$271.5 million for the three and nine months ended September 29, 2024, respectively, and \$90.9 million and \$275.5 million for the three and nine months ended October 1, 2023, respectively. Estimated amortization expense related to amortizable intangible assets is \$89.4 million for the remainder of fiscal year 2024, \$337.3 million for fiscal year 2025, \$331.0 million for fiscal year 2026, \$303.5 million for fiscal year 2027, and \$277.6 million for fiscal year 2028.

Note 11: Derivatives and Hedging Activities

The Company uses derivative instruments as part of its risk management strategy only, and includes derivatives utilized as economic hedges that are not designated as hedging instruments. By nature, all financial instruments involve market and credit risks. The Company enters into derivative instruments with major investment grade financial institutions and has policies to monitor the credit risk of those counterparties. The Company does not enter into derivative contracts for trading or other speculative purposes, nor does the Company use leveraged financial instruments. Approximately 60% of the Company's business is conducted outside of the United States, generally in foreign currencies. As a result, fluctuations in foreign currency exchange rates can increase the costs of financing, investing and operating the business.

In the ordinary course of business, the Company enters into foreign exchange contracts for periods consistent with its committed exposures to mitigate the effect of foreign currency movements on transactions denominated in foreign currencies. The intent of these economic hedges is to offset gains and losses that occur on the underlying exposures from these currencies, with gains and losses resulting from the forward currency contracts that hedge these exposures. Transactions covered by hedge contracts include intercompany and third-party receivables and payables. The contracts are primarily in European and Asian currencies, have maturities that do not exceed 12 months, have no cash requirements until maturity, and are recorded at fair value on the Company's condensed consolidated balance sheets. The unrealized gains and losses on the Company's foreign currency contracts are recognized immediately in interest and other (income) expense, net. The cash flows related to the settlement of these hedges are included in cash flows from operating activities within the Company's condensed consolidated statement of cash flows.

Principal hedged currencies include the Chinese Renminbi, British Pound, Euro and Singapore Dollar. The Company held forward foreign exchange contracts, designated as economic hedges, with U.S. dollar equivalent notional amounts totaling \$445.4 million, \$412.1 million and \$362.0 million at September 29, 2024, December 31, 2023 and October 1, 2023, respectively, and the fair value of these foreign currency derivative contracts was insignificant. The gains and losses realized on

these foreign currency derivative contracts are not material. The duration of these contracts was generally 30 days or less during each of the nine months ended September 29, 2024 and October 1, 2023.

During fiscal year 2018, the Company designated a portion of the 2026 Notes to hedge its net investments in certain foreign subsidiaries. Unrealized translation adjustments from a portion of the 2026 Notes were included in the foreign currency translation component of accumulated other comprehensive income (“AOCI”), which offsets translation adjustments on the underlying net assets of foreign subsidiaries. The cumulative translation gains or losses will remain in AOCI until the foreign subsidiaries are liquidated or sold. As of September 29, 2024, the total notional amount of the 2026 Notes that was designated to hedge net investments in foreign subsidiaries was €498.6 million. The unrealized foreign exchange losses (gains) recorded in AOCI related to the net investment hedge were \$22.1 million and \$4.4 million for the three and nine months ended September 29, 2024, and \$(17.3) million and \$(5.3) million for the three and nine months ended October 1, 2023, respectively.

The Company does not expect any material net pre-tax gains or losses to be reclassified from accumulated other comprehensive loss into interest and other expense, net within the next twelve months.

Note 12: Fair Value Measurements

Financial instruments that potentially subject the Company to concentrations of credit risk consist principally of cash equivalents, derivatives, marketable securities and accounts receivable. The Company believes it had no significant concentrations of credit risk as of September 29, 2024.

The Company uses the market approach technique to value its financial instruments and there were no changes in valuation techniques during the nine months ended September 29, 2024. The Company’s financial assets and liabilities carried at fair value are primarily comprised of marketable securities, derivative contracts used to hedge the Company’s currency risk, and acquisition and divestiture related contingent consideration. The Company has not elected to measure any additional financial instruments or other items at fair value.

Valuation Hierarchy: The following summarizes the three levels of inputs required to measure fair value. For Level 1 inputs, the Company utilizes quoted market prices as these instruments have active markets. For Level 2 inputs, the Company utilizes quoted market prices in markets that are not active, broker or dealer quotations, or utilizes alternative pricing sources with reasonable levels of price transparency. For Level 3 inputs, the Company utilizes unobservable inputs based on the best information available, including estimates by management primarily based on information provided by third-party fund managers, independent brokerage firms and insurance companies. A financial asset’s or liability’s classification within the hierarchy is determined based on the lowest level input that is significant to the fair value measurement. In determining fair value, the Company utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible.

The following tables show the assets and liabilities carried at fair value measured on a recurring basis as of September 29, 2024 and December 31, 2023 classified in one of the three classifications described above:

	Fair Value Measurements at September 29, 2024 Using:			
	Total Carrying Value at September 29, 2024	Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
	(In thousands)			
Marketable securities - available for sale	\$ 31,000	\$ 31,000	\$ —	\$ —
Foreign exchange derivative assets	205	—	205	—
Foreign exchange derivative liabilities	(1,405)	—	(1,405)	—
Contingent consideration asset	14,890	—	—	14,890
Contingent consideration liabilities	(31,085)	—	—	(31,085)

	Fair Value Measurements at December 31, 2023 Using:			
	Total Carrying Value at December 31, 2023	Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
	(In thousands)			
Marketable securities - available for sale	\$ 13,913	\$ 13,913	\$ —	\$ —
Foreign exchange derivative assets	1,697	—	1,697	—
Foreign exchange derivative liabilities	(1,763)	—	(1,763)	—
Contingent consideration asset	14,890	—	—	14,890
Contingent consideration liabilities	(40,005)	—	—	(40,005)

Level 1 and Level 2 Valuation Techniques: The Company's Level 1 and Level 2 assets and liabilities are comprised of investments in equity and fixed-income securities as well as derivative contracts. For financial assets and liabilities that utilize Level 1 and Level 2 inputs, the Company utilizes both direct and indirect observable price quotes, including common stock price quotes, foreign exchange forward prices and bank price quotes. Below is a summary of valuation techniques for Level 1 and Level 2 financial assets and liabilities.

Marketable securities - available for sale: Includes equity and mutual fund investments measured at fair value using the quoted market prices in active markets at the reporting date.

Foreign exchange derivative assets and liabilities: Include foreign exchange derivative contracts that are valued using quoted forward foreign exchange prices at the reporting date. The Company's foreign exchange derivative contracts are subject to master netting arrangements that allow the Company and its counterparties to net settle amounts owed to each other. Derivative assets and liabilities that can be net settled under these arrangements have been presented in the Company's condensed consolidated balance sheet on a net basis and are recorded in other assets. As of both September 29, 2024 and December 31, 2023, none of the master netting arrangements involved collateral.

Level 3 Valuation Techniques: The Company's Level 3 assets and liabilities are comprised of contingent consideration related to the sale of the Business (see Note 3) and acquisitions. For assets and liabilities that utilize Level 3 inputs, the Company uses significant unobservable inputs. Below is a summary of valuation techniques for Level 3 assets and liabilities.

Contingent consideration: Contingent consideration is measured at fair value at the disposition or acquisition date using projected milestone dates, discount rates, volatility, probabilities of success and projected achievement of financial targets, including revenues of the acquired business in many instances. Projected risk-adjusted contingent payments are discounted back to the current period using a discounted cash flow model.

The fair value of the contingent consideration asset was initially measured using a lattice model and recognized upon the sale of the Business on March 13, 2023. In accordance with the terms of the sale of the Business, the Company is entitled to receive up to \$150.0 million that is contingent on the exit valuation the Sponsor and its affiliated funds receive on a sale or other capital event related to the Business. Potential valuation adjustments may be made as additional information and market factors that impact the expected exit valuation of the Business becomes available, with the impact of such adjustments being recorded in the Company's condensed consolidated statements of operations.

A reconciliation of the beginning and ending Level 3 contingent consideration asset is as follows:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Balance at beginning of period	\$ 14,890	\$ 15,930	\$ 14,890	\$ —
Amount recognized upon the sale of the Business	—	—	—	15,930
Change in fair value (included within selling, general and administrative expenses)	—	—	—	—
Balance at end of period	\$ 14,890	\$ 15,930	\$ 14,890	\$ 15,930

The fair values of contingent consideration liabilities are calculated on a quarterly basis based on a collaborative effort of the Company's operations, finance and accounting groups, as appropriate. Valuation adjustments are made as additional information becomes available, including the progress towards achieving the revenue targets, with the impact of such adjustments being recorded in the Company's condensed consolidated statements of operations.

A reconciliation of the beginning and ending Level 3 contingent consideration liabilities is as follows:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Balance at beginning of period	\$ (30,540)	\$ (37,561)	\$ (40,005)	\$ (46,618)
Amounts paid and foreign currency translation	(889)	817	14,925	10,959
Change in fair value (included within selling, general and administrative expenses)	344	(633)	(6,005)	(1,718)
Balance at end of period	<u>\$ (31,085)</u>	<u>\$ (37,377)</u>	<u>\$ (31,085)</u>	<u>\$ (37,377)</u>

Financial Instruments Not Recorded at Fair Value

The carrying amounts of cash and cash equivalents, accounts receivable, accounts payable and accrued expenses approximate fair value due to the short-term maturities of these assets and liabilities. If measured at fair value, cash and cash equivalents would be classified as Level 1.

The Company's investments in U.S. treasury securities that were classified as held-to-maturity as of December 31, 2023 had a fair value of \$688.7 million and a carrying value of \$689.9 million. If measured at fair value, the investments in U.S. treasury securities would be classified as Level 1.

The Company's outstanding senior unsecured notes had a fair value of \$2,889.4 million and a carrying value of \$3,186.8 million as of September 29, 2024. The Company's outstanding senior unsecured notes had a fair value of \$3,474.5 million and a carrying value of \$3,889.3 million as of December 31, 2023. The fair values of the outstanding senior unsecured notes were estimated using market quotes from brokers and were based on current rates offered for similar debt, which are Level 2 measurements.

The Company's other debt facilities, including the Company's senior unsecured revolving credit facility, had an aggregate carrying value of \$1.4 million and \$10.3 million as of September 29, 2024 and December 31, 2023, respectively. The carrying values approximate fair value and were classified as Level 2.

Note 13: Contingencies

The Company is conducting a number of environmental investigations and remedial actions at current and former locations of the Company and, along with other companies, has been named a potentially responsible party ("PRP") for certain waste disposal sites. The Company accrues for environmental issues in the accounting period that the Company's responsibility is established and when the cost can be reasonably estimated. The Company has accrued \$14.5 million and \$14.1 million as of September 29, 2024 and December 31, 2023, respectively, which represents its management's estimate of the cost of the remediation of known environmental matters and does not include any potential liability for related personal injury or property damage claims. These amounts were included in accrued expenses and other current liabilities. The Company's environmental accrual is not discounted and does not reflect the recovery of any material amounts through insurance or indemnification arrangements. The cost estimates are subject to a number of variables, including the stage of the environmental investigations, the magnitude of the possible contamination, the nature of the potential remedies, possible joint and several liability, the time period over which remediation may occur, and the possible effects of changing laws and regulations. For sites where the Company has been named a PRP, management does not currently anticipate any additional liability to result from the inability of other significant named parties to contribute. The Company expects that the majority of such accrued amounts could be paid out over a period of up to ten years. As assessment and remediation activities progress at each individual site, these liabilities are reviewed and adjusted to reflect additional information as it becomes available. There have been no environmental problems to date that have had, or are expected to have, a material adverse effect on the Company's condensed consolidated financial statements. While it is possible that a loss exceeding the amounts recorded in the condensed consolidated financial statements may be incurred, the potential exposure is not expected to be materially different from those amounts recorded.

The Company is subject to various claims, legal proceedings, regulatory matters, and investigations covering a wide range of matters that arise in the ordinary course of its business activities. Although the Company has established accruals for

potential losses that it believes are probable and reasonably estimable, in the opinion of the Company's management, based on its review of the information available at this time, the total cost of resolving these contingencies at September 29, 2024 would not have a material adverse effect on the Company's consolidated financial statements. However, each of these matters is subject to uncertainties, and it is possible that some of these matters may be resolved unfavorably to the Company.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

This quarterly report on Form 10-Q, including the following management's discussion and analysis, contains forward-looking information that you should read in conjunction with the condensed consolidated financial statements and notes to the condensed consolidated financial statements that we have included elsewhere in this report. For this purpose, any statements contained in this report that are not statements of historical fact may be deemed to be forward-looking statements. Words such as "believes," "plans," "anticipates," "intends," "expects," "will" and similar expressions are intended to identify forward-looking statements. Our actual results may differ materially from the plans, intentions or expectations we disclose in the forward-looking statements we make. We have included important factors below under the heading "Risk Factors" in Part II, Item 1A. that we believe could cause actual results to differ materially from the forward-looking statements we make. We are not obligated to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

Overview

We are a leading provider of health science solutions, technologies, expertise and services that deliver complete workflows from discovery to development, and diagnosis to cure. Revvity is revolutionizing what's possible in healthcare, with specialized focus areas in translational multi-omics technologies, biomarker identification, imaging, prediction, screening, detection and diagnosis, informatics and more.

The principal products and services of our two reportable segments are:

- *Life Sciences.* Provides products and services targeted towards life sciences customers.
- *Diagnostics.* Develops diagnostics, tools and applications focused on clinically-oriented customers, especially within the areas of reproductive health, emerging market diagnostics and applied genomics.

Overview of the Third Quarter of Fiscal Year 2024

Our overall revenue in the third quarter of fiscal year 2024 was \$684.0 million which increased by \$13.3 million, or 2%, as compared to the third quarter of fiscal year 2023, reflecting an increase of \$20.2 million, or 6%, in our Diagnostics segment revenue, which was partially offset by a decrease of \$6.9 million, or 2%, in our Life Sciences segment revenue. The increase in our Diagnostics segment revenue for the third quarter of fiscal year 2024 was driven by increased demand in our immunodiagnosics and reproductive health businesses, partially offset by a decrease in revenue from our applied genomics business. The decrease in our Life Sciences segment revenue for the third quarter of fiscal year 2024 was driven by a decrease in instruments and software revenue, partially offset by an increase in reagents revenue.

Our consolidated gross margins increased 72 basis points in the third quarter of fiscal year 2024, as compared to the third quarter of fiscal year 2023, primarily due to higher sales volume and productivity gains. Our consolidated operating margins increased from 10% to 14% in the third quarter of fiscal year 2024, as compared to the third quarter of fiscal year 2023, primarily due to higher sales volume, productivity gains and cost containment.

Critical Accounting Policies and Estimates

The preparation of condensed consolidated financial statements requires us to make estimates and judgments that affect the reported amounts of assets, liabilities, revenue and expenses and related disclosure of contingent assets and liabilities. On an ongoing basis, we evaluate our estimates, including those related to accounting for business combinations, divestitures, long-lived assets, including goodwill and other intangible assets, and employee compensation and benefits. We base our estimates on historical experience and on various other assumptions that we believe to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions.

Critical accounting policies are those policies that affect our more significant judgments and estimates used in the preparation of our condensed consolidated financial statements. We believe our critical accounting policies include policies regarding business combinations, divestitures, valuation of long-lived assets, including goodwill and other intangibles and employee compensation and benefits.

For a more detailed discussion of our critical accounting policies and estimates, refer to the Notes to our audited consolidated financial statements and Item 7. "Management's Discussion and Analysis of Financial Condition and Results of Operations," in our Annual Report on Form 10-K for the fiscal year ended December 31, 2023 (our "2023 Form 10-K"), as

filed with the Securities and Exchange Commission. There have been no significant changes in our critical accounting policies and estimates during the nine months ended September 29, 2024.

Consolidated Results of Continuing Operations

Revenue

Revenue for the three months ended September 29, 2024 was \$684.0 million, as compared to \$670.7 million for the three months ended October 1, 2023, an increase of \$13.3 million, or approximately 2%. The analysis in the remainder of this paragraph compares segment revenue and includes the effect of foreign exchange rate fluctuations. Life Sciences segment revenue was \$300.9 million for the three months ended September 29, 2024, as compared to \$307.9 million for the three months ended October 1, 2023, a decrease of \$6.9 million, or 2%, driven by a decrease of \$10.9 million in instruments revenue and a decrease of \$2.9 million in software revenue, partially offset by an increase of \$6.9 million in reagents revenue. Diagnostics segment revenue was \$383.3 million for the three months ended September 29, 2024, as compared to \$363.1 million for the three months ended October 1, 2023, an increase of \$20.2 million, or 6%, due to an increase of \$11.4 million in immunodiagnostics revenue and an increase of \$9.6 million in reproductive health revenue, partially offset by a decrease of \$0.7 million in applied genomics revenue. As a result of adjustments to deferred revenue related to certain acquisitions required by business combination accounting rules, we did not recognize \$0.2 million of revenue for each of the three months ended September 29, 2024 and October 1, 2023 that otherwise would have been recorded by the acquired businesses during each of the respective periods.

Revenue for the nine months ended September 29, 2024 was \$2,025.7 million, as compared to \$2,054.7 million for the nine months ended October 1, 2023, a decrease of \$29.0 million, or approximately 1%. The analysis in the remainder of this paragraph compares segment revenue and includes the effect of foreign exchange rate fluctuations. Life Sciences segment revenue was \$917.8 million for the nine months ended September 29, 2024, as compared to \$972.6 million for the nine months ended October 1, 2023, a decrease of \$54.8 million, or 6%, driven by a decrease of \$40.0 million in instruments revenue and a decrease of \$21.2 million in reagents revenue, partially offset by an increase of \$6.3 million in software revenue. Diagnostics segment revenue was \$1,108.5 million for the nine months ended September 29, 2024, as compared to \$1,082.6 million for the nine months ended October 1, 2023, an increase of \$25.8 million, or 2%, due to an increase of \$38.5 million in immunodiagnostics revenue and an increase of \$11.9 million in reproductive health revenue, partially offset by a decrease of \$24.5 million in applied genomics revenue. As a result of adjustments to deferred revenue related to certain acquisitions required by business combination accounting rules, we did not recognize \$0.6 million of revenue for each of the nine months ended September 29, 2024 and October 1, 2023 that otherwise would have been recorded by the acquired businesses during each of the respective periods.

Cost of Revenue

Cost of revenue for the three months ended September 29, 2024 was \$299.2 million, as compared to \$298.2 million for the three months ended October 1, 2023, an increase of \$1.0 million, or less than 1%. As a percentage of revenue, cost of revenue decreased to 43.7% for the three months ended September 29, 2024, from 44.5% for the three months ended October 1, 2023, resulting in an increase in gross margin of 72 basis points to 56.3% for the three months ended September 29, 2024, from 55.5% for the three months ended October 1, 2023, primarily due to higher sales volume and productivity gains. Stock compensation expense related to awards given to BioLegend employees post-acquisition added an incremental expense of \$0.2 million for the three months ended September 29, 2024, as compared to \$0.8 million for the three months ended October 1, 2023. Rebranding costs were \$0.1 million for the three months ended September 29, 2024. Amortization of intangible assets was \$36.4 million for the three months ended September 29, 2024, as compared to \$35.7 million for the three months ended October 1, 2023.

Cost of revenue for the nine months ended September 29, 2024 was \$900.3 million, as compared to \$898.5 million for the nine months ended October 1, 2023, an increase of \$1.8 million, or less than 1%. As a percentage of revenue, cost of revenue increased to 44.4% for the nine months ended September 29, 2024, from 43.7% for the nine months ended October 1, 2023, resulting in a decrease in gross margin of 72 basis points to 55.6% for the nine months ended September 29, 2024, from 56.3% for the nine months ended October 1, 2023, primarily due to lower sales volume and higher product costs, partially offset by productivity gains. Rebranding costs were \$6.2 million for the nine months ended September 29, 2024. Stock compensation expense related to awards given to BioLegend employees post-acquisition added an incremental expense of \$0.6 million for the nine months ended September 29, 2024, as compared to \$2.5 million for the nine months ended October 1, 2023. Amortization of intangible assets was \$109.1 million for the nine months ended September 29, 2024, as compared to \$113.0 million for the nine months ended October 1, 2023.

Selling, General and Administrative Expenses

Selling, general and administrative expenses for the three months ended September 29, 2024 were \$237.5 million, as compared to \$250.2 million for the three months ended October 1, 2023, a decrease of \$12.7 million, or 5%. As a percentage of revenue, selling, general and administrative expenses decreased and were 34.7% for the three months ended September 29, 2024, as compared to 37.3% for the three months ended October 1, 2023. Amortization of intangible assets decreased and was \$53.2 million for the three months ended September 29, 2024, as compared to \$55.2 million for the three months ended October 1, 2023. Acquisition and divestiture-related expenses, which primarily consisted of legal and integration costs, and stock compensation expense related to the awards given to BioLegend employees post-acquisition added an incremental expense of \$3.9 million for the three months ended September 29, 2024, as compared to \$10.6 million for the three months ended October 1, 2023. Purchase accounting adjustments decreased expenses by \$0.3 million for the three months ended September 29, 2024, which primarily consisted of a change in contingent consideration, as compared to increasing expenses by \$0.7 million for the three months ended October 1, 2023. Restructuring and other costs, net, decreased expenses by \$0.1 million for the three months ended September 29, 2024, as compared to increased expenses of \$10.8 million for the three months ended October 1, 2023. The above decreases were partially offset by significant litigation matters and settlements, which added an incremental expense of \$0.8 million for the three months ended September 29, 2024. Excluding the factors above, the decrease in selling, general and administrative expenses was the result of cost containment and productivity initiatives.

Selling, general and administrative expenses for the nine months ended September 29, 2024 were \$749.7 million, as compared to \$765.8 million for the nine months ended October 1, 2023, a decrease of \$16.1 million, or 2%. As a percentage of revenue, selling, general and administrative expenses decreased and were 37.0% for the nine months ended September 29, 2024, as compared to 37.3% for the nine months ended October 1, 2023. Amortization of intangible assets decreased and was \$162.4 million for the nine months ended September 29, 2024, as compared to \$162.5 million for the nine months ended October 1, 2023. Acquisition and divestiture-related expenses, which primarily consisted of legal and integration costs, and stock compensation expense related to the awards given to BioLegend employees post-acquisition, added an incremental expense of \$13.2 million for the nine months ended September 29, 2024, as compared to \$53.0 million for the nine months ended October 1, 2023. Costs for significant environmental matters added an incremental expense of \$1.1 million for the nine months ended October 1, 2023. The above decreases were partially offset by an increase in restructuring and other costs, net, which were \$22.1 million for the nine months ended September 29, 2024, as compared to \$15.9 million for the nine months ended October 1, 2023. Purchase accounting adjustments added an incremental expense of \$6.1 million for the nine months ended September 29, 2024, which primarily consisted of a change in contingent consideration, as compared to \$1.8 million for the nine months ended October 1, 2023. Significant litigation matters and settlements added an incremental expense of \$7.1 million for the nine months ended September 29, 2024. Excluding the factors above, the decrease in selling, general and administrative expenses was the result of cost containment and productivity initiatives.

Research and Development Expenses

Research and development expenses for the three months ended September 29, 2024 were \$49.1 million, as compared to \$53.0 million for the three months ended October 1, 2023, a decrease of \$3.9 million, or 7%. As a percentage of revenue, research and development expenses decreased and were 7.2% for the three months ended September 29, 2024, as compared to 7.9% for the three months ended October 1, 2023. The decrease in research and development expenses was primarily driven by cost containment and productivity initiatives, as well as a decrease in stock compensation expense related to awards given to BioLegend employees post-acquisition, which added an incremental expense of \$0.7 million for the three months ended September 29, 2024 as compared to \$1.2 million for the three months ended October 1, 2023.

Research and development expenses for the nine months ended September 29, 2024 were \$147.6 million, as compared to \$167.0 million for the nine months ended October 1, 2023, a decrease of \$19.3 million, or 12%. As a percentage of revenue, research and development expenses decreased and were 7.3% for the nine months ended September 29, 2024, as compared to 8.1% for the nine months ended October 1, 2023. The decrease in research and development expenses was primarily driven by cost containment and productivity initiatives, as well as a decrease in stock compensation expense related to awards given to BioLegend employees post-acquisition, which added an incremental expense of \$2.1 million for the nine months ended September 29, 2024 as compared to \$3.5 million for the nine months ended October 1, 2023.

Interest and Other Expense, Net

Interest and other expense, net, consisted of the following:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Interest income	\$ (22,764)	\$ (23,450)	\$ (63,362)	\$ (53,768)
Interest expense	24,383	25,486	73,497	74,231
Change in fair value of financial securities	(7,004)	13,587	(13,975)	12,842
Other components of net periodic pension cost	1,956	497	5,778	4,972
Foreign exchange losses and other expense, net	1,223	2,505	4,485	33,529
Total interest and other (income) expense, net	\$ (2,206)	\$ 18,625	\$ 6,423	\$ 71,806

The decrease in interest income for the three months ended September 29, 2024, as compared to the three months ended October 1, 2023 was primarily due to a decrease in marketable securities and short-term investments. Interest expense was lower for the three months ended September 29, 2024 as compared to the same period in prior year primarily due to a lower debt balance as a result of the repayment of senior unsecured notes that matured in September 2023.

The increase in interest income for the nine months ended September 29, 2024 as compared to the nine months ended October 1, 2023 was primarily due to an increase in marketable securities and short-term investments and higher interest rates. Foreign exchange losses and other expense, net, was lower for the nine months ended September 29, 2024 as compared to the same period in prior year mainly due to a foreign exchange loss of \$23.3 million that was recognized during the nine months ended October 1, 2023, related to the cash proceeds from the sale of the Business that were held offshore.

Provision for Income Taxes

The provision for income taxes from continuing operations was \$7.0 million for the three months ended September 29, 2024, as compared to \$18.1 million for the three months ended October 1, 2023. The provision for income taxes from continuing operations was \$26.9 million for the nine months ended September 29, 2024, as compared to \$35.7 million for the nine months ended October 1, 2023.

The effective tax rate from continuing operations was 6.9% and 12.1% for the three and nine months ended September 29, 2024, respectively, as compared to 35.8% and 23.5% for the three and nine months ended October 1, 2023, respectively. The effective tax rate for the three months ended September 29, 2024 was lower primarily due to a net favorable impact of return to provision adjustments in foreign locations of \$7.1 million. The effective tax rate for the three months ended October 1, 2023 was higher primarily due to a discrete tax expense of \$29.8 million related to unfavorable developments in respect of an uncertain tax position with a foreign tax authority, partially offset by a discrete tax benefit related to a favorable ruling from a foreign tax authority of \$15.2 million. The effective tax rate for the nine months ended September 29, 2024 was lower primarily due to a net favorable impact of return to provision adjustments in foreign locations of \$10.8 million. The effective tax rate for the nine months ended October 1, 2023 was higher primarily due to a discrete tax expense of \$28.7 million related to unfavorable developments in respect of an uncertain tax position with a foreign tax authority, partially offset by a discrete tax benefit related to a favorable ruling from a foreign tax authority of \$15.2 million. We expect that the effective tax rate on continuing operations, before discrete items, will be approximately 20% during fiscal year 2024.

Reporting Segment Results of Continuing Operations

Life Sciences

Revenue for the three months ended September 29, 2024 was \$300.9 million, as compared to \$307.9 million for the three months ended October 1, 2023, a decrease of \$6.9 million, or 2%. The decrease in our Life Sciences segment revenue during the three months ended September 29, 2024 was driven by a decrease of \$10.9 million in instruments revenue and a decrease of \$2.9 million in software revenue, partially offset by an increase of \$6.9 million in reagents revenue.

Revenue for the nine months ended September 29, 2024 was \$917.8 million, as compared to \$972.6 million for the nine months ended October 1, 2023, a decrease of \$54.8 million, or 6%. The decrease in our Life Sciences segment revenue during

the nine months ended September 29, 2024 was driven by a decrease of \$40.0 million in instruments revenue and a decrease of \$21.2 million in reagents revenue, partially offset by an increase of \$6.3 million in software revenue.

Segment operating income for the three months ended September 29, 2024 was \$103.0 million, as compared to \$114.2 million for the three months ended October 1, 2023, a decrease of \$11.2 million, or 10%. Segment operating margin decreased 287 basis points in the three months ended September 29, 2024, as compared to the three months ended October 1, 2023, primarily due to lower sales volume and continued investments, partially offset by pricing actions.

Segment operating income for the nine months ended September 29, 2024 was \$317.1 million, as compared to \$371.4 million for the nine months ended October 1, 2023, a decrease of \$54.3 million, or 15%. Segment operating margin decreased 364 basis points in the nine months ended September 29, 2024, as compared to the nine months ended October 1, 2023, primarily due to lower sales volume and unfavorable product mix, partially offset by pricing actions and cost containment.

Diagnostics

Revenue for the three months ended September 29, 2024 was \$383.3 million, as compared to \$363.1 million for the three months ended October 1, 2023, an increase of \$20.2 million, or 6%. The increase in our Diagnostics segment revenue during the three months ended September 29, 2024 was driven by an increase of \$11.4 million in immunodiagnostics revenue and an increase of \$9.6 million in reproductive health revenue, partially offset by a decrease of \$0.7 million in applied genomics revenue.

Revenue for the nine months ended September 29, 2024 was \$1,108.5 million, as compared to \$1,082.6 million for the nine months ended October 1, 2023, an increase of \$25.8 million, or 2%, which includes a 1% decrease in revenue attributable to unfavorable changes in foreign exchange rates. The increase in our Diagnostics segment revenue during the nine months ended September 29, 2024 was driven by an increase of \$38.5 million in immunodiagnostics revenue and an increase of \$11.9 million in reproductive health revenue, partially offset by a decrease of \$24.5 million in applied genomics revenue.

Segment operating income for the three months ended September 29, 2024 was \$101.4 million, as compared to \$81.7 million for the three months ended October 1, 2023, an increase of \$19.7 million, or 24%. Segment operating margin increased 395 basis points in the three months ended September 29, 2024, as compared to the three months ended October 1, 2023, primarily due to higher sales volume, cost containment, and productivity initiatives.

Segment operating income for the nine months ended September 29, 2024 was \$274.8 million, as compared to \$241.4 million for the nine months ended October 1, 2023, an increase of \$33.4 million, or 14%. Segment operating margin increased 249 basis points in the nine months ended September 29, 2024, as compared to the nine months ended October 1, 2023, primarily due to higher sales volume, cost containment, and productivity initiatives.

Discontinued Operations

On March 13, 2023, we completed the sale (the “Closing”) of certain assets and the equity interests of certain entities constituting our Applied, Food and Enterprise Services businesses (the “Business”) to PerkinElmer Topco, L.P. (formerly known as Polaris Purchaser, L.P.) (the “Purchaser”), a Delaware limited partnership owned by funds managed by affiliates of New Mountain Capital L.L.C. (the “Sponsor”), for an aggregate purchase price of up to \$2.45 billion. We received approximately \$2.27 billion in cash proceeds before transaction costs. At Closing, we were entitled to an additional \$75.0 million in proceeds payable in installments to commence upon our ceasing the use of the PerkinElmer brand and related trademarks and transferring them to the Purchaser (“Brand Fee”). The discounted value of the \$75.0 million was measured as \$65.2 million and was included in the proceeds. During the second quarter of fiscal year 2024, we received the first installment of the Brand Fee. We expect to receive the remaining balance of the Brand Fee in installments through March 2025. In addition, we are entitled to additional consideration of up to \$150.0 million that is contingent on the exit valuation the Sponsor and its affiliated funds receive on a sale or other capital events related to the Business. The fair value of this element of consideration was determined to be \$15.9 million and was included in the proceeds at Closing. We received approximately \$138.5 million of cash for post-closing adjustments during the second quarter of fiscal year 2024.

The Business is reported for all periods as discontinued operations in our condensed consolidated financial statements. The following table summarizes the results of discontinued operations which are presented as income (loss) from discontinued operations in our condensed consolidated statements of operations:

	Three Months Ended		Nine Months Ended	
	September 29, 2024	October 1, 2023	September 29, 2024	October 1, 2023
	(In thousands)			
Revenue	\$ —	\$ —	\$ —	\$ 175,423
Cost of revenue	—	—	—	124,647
Selling, general and administrative expenses	—	—	—	74,794
Research and development expenses	—	—	—	10,434
Operating loss	—	—	—	(34,452)
Other income (expense):				
Gain (loss) on sale	402	(58)	(25,057)	835,629
Other income, net	—	—	—	913
Total other income (expense)	402	(58)	(25,057)	836,542
Income (loss) from discontinued operations before income taxes	402	(58)	(25,057)	802,090
(Benefit from) provision for income tax	(579)	22,914	(6,109)	303,495
Income (loss) from discontinued operations	\$ 981	\$ (22,972)	\$ (18,948)	\$ 498,595

The results of discontinued operations during the three and nine months ended October 1, 2023 include the results of the Business through March 13, 2023. During the nine months ended September 29, 2024, we recognized \$25.1 million of other expense primarily due to the adjustment to the receivable related to the post-closing adjustment and divestiture-related costs in gain on sale. During the nine months ended October 1, 2023, we recognized \$35.3 million and \$36.0 million of divestiture-related costs in gain on sale and selling, general and administrative expenses in discontinued operations, respectively.

Liquidity and Capital Resources

We require cash to pay our operating expenses, make capital expenditures, make strategic acquisitions, service our debt and other long-term liabilities, repurchase shares of our common stock and pay dividends on our common stock. Our principal sources of funds are from our operations, borrowing capacity available under our senior unsecured revolving credit facility and access to debt markets. We anticipate that our internal operations will generate sufficient cash to fund our operating expenses, capital expenditures, smaller acquisitions, interest payments on our debt and dividends on our common stock, in the foreseeable future, including at least in the next 12 months. However, we expect to use external sources to satisfy the balance of our debt when due, any larger acquisitions and other long-term liabilities. The sale of the Business generated approximately \$2.27 billion in cash proceeds. We expect to continue to use these proceeds for a combination of opportunistic share repurchases and continued strategic and value creating acquisitions.

At September 29, 2024, we had cash and cash equivalents of \$1,229.8 million, of which \$511.7 million was held by our non-U.S. subsidiaries, and we had \$1.5 billion of borrowing capacity available under our senior unsecured revolving credit facility. We use a variety of cash redeployment and financing strategies to ensure that our worldwide cash is available in the locations in which it is needed.

In connection with the sale of the Business, we expect to receive the remaining balance related to the Brand Fee of \$65.6 million as of September 29, 2024, in installments through March 2025.

On April 27, 2023, our Board of Directors (our “Board”) authorized us to repurchase shares of common stock for an aggregate amount up to \$600.0 million under a stock repurchase program (the “Repurchase Program”). During the three months ended September 29, 2024, we repurchased 1,283,609 shares of common stock under the Repurchase Program for an aggregate cost of \$153.4 million. During the nine months ended September 29, 2024, we repurchased 1,535,311 shares of common stock under the Repurchase Program for an aggregate cost of \$179.3 million. Subsequent to the third quarter of fiscal year 2024, we repurchased 284,985 shares of common stock under the Repurchase Program at an aggregate cost of \$34.3 million. On October 24, 2024, the Repurchase Program was terminated by our Board and our Board authorized us to repurchase shares of common stock for an aggregate amount up to \$1.0 billion under a new stock repurchase program (the “New Repurchase Program”). No shares remain available for repurchase under the Repurchase Program due to its termination. The New Repurchase Program will expire on October 23, 2026 unless terminated earlier by our Board and may be suspended or discontinued at any time. Subsequent to October 24, 2024, we repurchased 171,400 shares of common stock under the New Repurchase Program at an aggregate cost of \$20.3 million. If we continue to repurchase shares, the New Repurchase Program will be funded using our existing financial resources, including cash and cash equivalents, and our existing senior unsecured revolving credit facility.

As of September 29, 2024, we may have to pay contingent consideration related to acquisitions with open contingency periods of up to \$82.7 million. As of September 29, 2024, we have recorded contingent consideration obligations of \$31.1 million, of which \$13.0 million was recorded in accrued expenses and other current liabilities, and \$18.1 million was recorded in long-term liabilities. The maximum earnout period for acquisitions with open contingency periods is 7.2 years from September 29, 2024, and the remaining weighted average expected earnout period at September 29, 2024 was 4.4 years.

Distressed global financial markets could adversely impact general economic conditions by reducing liquidity and credit availability, creating increased volatility in security prices, widening credit spreads, increasing the cost of borrowings and decreasing valuations of certain investments. The widening of credit spreads may create a less favorable environment for certain of our businesses and may affect the fair value of financial instruments that we issue or hold. Increases in credit spreads, as well as limitations on the availability of credit at rates we consider to be reasonable, could affect our ability to borrow under future potential facilities on a secured or unsecured basis, which may adversely affect our liquidity and results of operations. In difficult global financial markets, we may be forced to fund our operations at a higher cost, or we may be unable to raise as much funding as we need to support our business activities or fund our strategic transactions.

Our pension plans have not experienced a material impact on liquidity or counterparty exposure due to the volatility and uncertainty in the credit markets. During the nine months ended September 29, 2024, we contributed \$5.2 million, in the aggregate, to pension plans outside of the United States, and expect to contribute an additional \$1.7 million by the end of fiscal year 2024. We could potentially have to make additional contributions in future periods for all pension plans. We expect to use existing cash and external sources to satisfy future contributions to our pension plans.

We and our subsidiaries may from time to time, in our sole discretion, purchase, repay, redeem or retire any of our outstanding debt securities (including any publicly issued debt securities), in privately negotiated or open market transactions, by tender offer or otherwise, or extend or refinance any of our outstanding indebtedness.

Principal factors that could affect the availability of our internally generated funds include:

- changes in sales due to weakness in markets in which we sell our products and services, and
- changes in our working capital requirements and capital expenditures.

Principal factors that could affect our ability to obtain cash from external sources include:

- financial covenants contained in the financial instruments controlling our borrowings that limit our total borrowing capacity,
- increases in interest rates applicable to our outstanding variable rate debt,
- a ratings downgrade that could limit the amount we can borrow under our senior unsecured revolving credit facility and our overall access to the corporate debt market,

- increases in interest rates or credit spreads, as well as limitations on the availability of credit, that affect our ability to borrow under future potential facilities on a secured or unsecured basis,
- a decrease in the market price for our common stock, and
- volatility in the public debt and equity markets.

Cash Flows

Operating Activities. Net cash provided by operating activities of our continuing operations was \$489.5 million for the nine months ended September 29, 2024, as compared to \$58.8 million for the nine months ended October 1, 2023, an increase of \$430.7 million, primarily due to higher income from continuing operations and less cash used for investments in working capital during the nine months ended September 29, 2024 as compared to the nine months ended October 1, 2023. The cash provided by operating activities for the nine months ended September 29, 2024 was principally a result of income from continuing operations of \$194.7 million, adjustments for non-cash charges aggregating to \$373.7 million, including depreciation and amortization of \$322.8 million, and a net cash decrease in working capital of \$78.9 million. The cash provided by operating activities for the nine months ended October 1, 2023 was principally a result of income from continuing operations of \$115.9 million, and adjustments for non-cash charges aggregating to \$417.0 million, including depreciation and amortization of \$326.2 million, as well as net cash decrease in working capital of \$474.1 million.

Investing Activities. Net cash provided by investing activities of our continuing operations was \$646.0 million for the nine months ended September 29, 2024, as compared to net cash used in investing activities of \$346.4 million for the nine months ended October 1, 2023, an increase of \$992.4 million. During the nine months ended September 29, 2024, proceeds from maturity of U.S. treasury securities were \$710.0 million and proceeds from investments and notes receivables were \$2.5 million. The cash provided by investing activities during the nine months ended September 29, 2024 was partially offset by net cash used for capital expenditures of \$62.2 million, as compared to \$57.3 million for the nine months ended October 1, 2023. During the nine months ended September 29, 2024, purchases of investments and notes receivables were \$4.3 million, as compared to \$6.0 million for the nine months ended October 1, 2023. During the nine months ended October 1, 2023, purchases of investments in U.S. treasury securities amounted to \$831.2 million, and net cash used for acquisitions was \$2.1 million, which were partially offset by proceeds from maturity of U.S. treasury securities totaling \$550.0 million.

Financing Activities. Net cash used in financing activities was \$935.2 million for the nine months ended September 29, 2024, as compared to \$927.5 million for the nine months ended October 1, 2023, an increase in net cash used in financing activities of \$7.7 million. During the nine months ended September 29, 2024, we made net payments of \$722.3 million on debts, as compared to \$510.8 million during the nine months ended October 1, 2023. During the nine months ended September 29, 2024, we repurchased shares of our common stock for a total cost of \$184.4 million, as compared to \$384.0 million in the prior year period. We paid \$8.8 million for acquisition-related contingent consideration during the nine months ended September 29, 2024, as compared to \$10.1 million in the prior year period. We paid \$25.9 million in dividends for the nine months ended September 29, 2024, as compared to \$26.3 million for the nine months ended October 1, 2023. The cash used in financing activities during the nine months ended September 29, 2024 was partially offset by proceeds from the issuance of common stock under our stock plans of \$6.2 million during the nine months ended September 29, 2024, as compared to \$3.7 million for the nine months ended October 1, 2023.

Borrowing Arrangements

During the third quarter of fiscal year 2024, we paid in full \$711.5 million of outstanding 0.850% Senior Unsecured Notes that became due in September 2024. See Note 6, *Debt*, in the Notes to Condensed Consolidated Financial Statements and Note 13, *Debt*, to our audited consolidated financial statements in the 2023 Form 10-K for a detailed discussion of our borrowing arrangements.

Dividends

Our Board declared a regular quarterly cash dividend of \$0.07 per share for each of the first three quarters of fiscal year 2024 and in each quarter of fiscal year 2023. At September 29, 2024, we had accrued \$8.5 million for dividends declared on July 25, 2024 for the third quarter of fiscal year 2024 that will be paid in November 2024. On October 24, 2024, we announced that our Board had declared a quarterly dividend of \$0.07 per share for the fourth quarter of fiscal year 2024 that will be payable in February 2025. In the future, our Board may determine to reduce or eliminate our common stock dividend in order to fund investments for growth, repurchase shares or conserve capital resources.

Effects of Recently Adopted and Issued Accounting Pronouncements

On January 1, 2024, we adopted Accounting Standards Update 2023-07, *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures* (“ASU 2023-07”) and it will first apply to the annual disclosures for the year ending December 29, 2024, which we are in the process of drafting. See Note 1, *Basis of Presentation*, in the Notes to the Consolidated Statements for a detailed discussion.

Item 3. *Quantitative and Qualitative Disclosures About Market Risk*

Market Risk. We are exposed to market risk, including changes in interest rates and currency exchange rates. To manage the volatility relating to these exposures, we enter into various derivative transactions pursuant to our policies to hedge against known or forecasted market exposures. We briefly describe several of the market risks we face below. Our market risks are not materially different from the disclosure provided under the heading, Item 7A. “*Quantitative and Qualitative Disclosures About Market Risk*,” in our 2023 Form 10-K.

Foreign Currency Exchange Risk—Value-at-Risk Disclosure. We continue to measure foreign currency risk using the Value-at-Risk model described in Item 7A. “*Quantitative and Qualitative Disclosures About Market Risk*,” in our 2023 Form 10-K. The measures for our Value-at-Risk analysis have not changed materially.

Interest Rate Risk. Our debt portfolio is primarily comprised of fixed interest debt; however, there is \$1.4 million of variable rate instruments. Our cash and cash equivalents, for which we receive interest at variable rates, were \$1,229.8 million at September 29, 2024. Fluctuations in interest rates can therefore have a direct impact on both our short-term cash flows, as they relate to interest, and our earnings. To manage the volatility relating to these exposures, we periodically enter into various derivative transactions pursuant to our policies to hedge against known or forecasted interest rate exposures. However, no such instruments are outstanding at September 29, 2024.

Interest Rate Risk—Sensitivity. Our 2023 Form 10-K presents sensitivity measures for our interest rate risk. The measures for our sensitivity analysis have not changed materially. More information is available in Item 7A. “*Quantitative and Qualitative Disclosures About Market Risk*,” in our 2023 Form 10-K for our sensitivity disclosure.

Item 4. *Controls and Procedures*

Evaluation of Disclosure Controls and Procedures. Our management, with the participation of our Chief Executive Officer and Chief Financial Officer, evaluated the effectiveness of our disclosure controls and procedures as of the end of our fiscal quarter ended September 29, 2024. The term “disclosure controls and procedures” as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended (the “Exchange Act”), means controls and other procedures of a company that are designed to provide reasonable assurance that information required to be disclosed by the company in the reports that it files or submits under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the Securities and Exchange Commission’s rules and forms. Disclosure controls and procedures include, without limitation, controls and procedures designed to ensure that information required to be disclosed by a company in the reports that it files or submits under the Exchange Act is accumulated and communicated to the company’s management, including its principal executive and principal financial officers, as appropriate to allow timely decisions regarding required disclosure. Management recognizes that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving their objectives and management necessarily applies its judgment in evaluating the cost-benefit relationship of possible controls and procedures. Based on the evaluation of our disclosure controls and procedures as of the end of our fiscal quarter ended September 29, 2024, our Chief Executive Officer and Chief Financial Officer concluded that, as of such date, our disclosure controls and procedures were effective at the reasonable assurance level.

Changes in Internal Control Over Financial Reporting. There were no changes in our internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) during the fiscal quarter ended September 29, 2024 that materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II. OTHER INFORMATION

Item 1. *Legal Proceedings*

We are subject to various claims, legal proceedings and investigations covering a wide range of matters that arise in the ordinary course of our business activities. Although we have established accruals for potential losses that we believe are probable and reasonably estimable, in the opinion of our management, based on its review of the information available at this time, the total cost of resolving these contingencies at September 29, 2024 should not have a material adverse effect on our condensed consolidated financial statements. However, each of these matters is subject to uncertainties, and it is possible that some of these matters may be resolved unfavorably to us.

Item 1A. *Risk Factors*

The following important factors affect our business and operations generally or affect multiple segments of our business and operations:

Risks Related to our Business Operations and Industry

If the markets into which we sell our products decline or do not grow as anticipated due to a decline in general economic conditions, or there are uncertainties surrounding the approval of government or industrial funding proposals, or there are unfavorable changes in government regulations, we may see an adverse effect on the results of our business operations.

Our customers include pharmaceutical and biotechnology companies, laboratories, academic and research institutions, public health authorities, private healthcare organizations, doctors and government agencies. Our quarterly revenue and results of operations are highly dependent on the volume and timing of orders received during the quarter. In addition, our revenues and earnings forecasts for future quarters are often based on the expected trends in our markets. However, the markets we serve do not always experience the trends that we may expect. Negative fluctuations in our customers' markets, the inability of our customers to secure credit or funding, restrictions in capital expenditures, general economic conditions, cuts in government funding or unfavorable changes in government regulations would likely result in a reduction in demand for our products and services. In addition, government funding is subject to economic conditions and the political process, which is inherently fluid and unpredictable. Our revenues may be adversely affected if our customers delay or reduce purchases as a result of uncertainties surrounding the approval of government or industrial funding proposals. Such declines could harm our consolidated financial position, results of operations, cash flows and trading price of our common stock, and could limit our ability to sustain profitability.

Our growth and profitability are subject to global economic and political conditions, and operational disruptions at our facilities.

Our business is affected by global economic and political conditions as well as the state of the financial markets, particularly as the United States and other countries balance concerns around debt, inflation, growth and budget allocations in their policy initiatives. There can be no assurance that global economic conditions and financial markets will not worsen and that we will not experience any adverse effects that may be material to our consolidated cash flows, results of operations, financial position or our ability to access capital, such as the adverse effects resulting from a prolonged shutdown in government operations both in the United States and internationally. Our business is also affected by local economic environments, including inflation, recession, financial liquidity, interest rates and currency volatility or devaluation. Environmental events and political changes, including war or other conflicts, such as the current conflicts in Ukraine and the Middle East, some of which may be disruptive, could interfere with our supply chain, our customers and all of our activities in a particular location.

While we take precautions to prevent production or service interruptions at our global facilities, a major earthquake, fire, flood, power loss or other catastrophic event that results in the destruction or delay of any of our critical business operations could result in our incurring significant liability to customers or other third parties, cause significant reputational damage or have a material adverse effect on our business, operating results or financial condition.

Certain of these risks can be hedged to a limited degree using financial instruments, or other measures, and some of these risks are insurable, but any such mitigation efforts are costly and may not always be fully successful. Our ability to engage in such mitigation efforts has decreased or become even more costly as a result of recent market developments.

If we do not introduce new products in a timely manner, we may lose market share and be unable to achieve revenue growth targets.

We sell many of our products in industries characterized by rapid technological change, frequent new product and service introductions, and evolving customer needs and industry standards. Many of the businesses competing with us in these industries have significant financial and other resources to invest in new technologies, substantial intellectual property portfolios, substantial experience in new product development, regulatory expertise, manufacturing capabilities, and established distribution channels to deliver products to customers. Our products could become technologically obsolete over time, or we may invest in technology that does not lead to revenue growth or continue to sell products for which the demand from our customers is declining, in which case we may lose market share or not achieve our revenue growth targets. The success of our new product offerings will depend upon several factors, including our ability to:

- accurately anticipate customer needs,
- innovate and develop new reliable technologies and applications,
- receive regulatory approvals in a timely manner,
- successfully commercialize new technologies in a timely manner,
- price our products competitively, and manufacture and deliver our products in sufficient volumes and on time, and
- differentiate our offerings from our competitors' offerings.

Many of our products are used by our customers to develop, test and manufacture their products. We must anticipate industry trends and consistently develop new products to meet our customers' expectations. In developing new products, we may be required to make significant investments before we can determine the commercial viability of the new product. If we fail to accurately foresee our customers' needs and future activities, we may invest heavily in research and development of products that do not lead to significant revenue. We may also suffer a loss in market share and potential revenue if we are unable to commercialize our technology in a timely and efficient manner.

In addition, some of our licensed technology is subject to contractual restrictions, which may limit our ability to develop or commercialize products for some applications.

We may not be able to successfully execute acquisitions or divestitures, license technologies, integrate acquired businesses or licensed technologies into our existing businesses, maintain licensed technologies, or make acquired businesses or licensed technologies profitable.

We have in the past supplemented, and may in the future supplement, our internal growth by acquiring businesses and licensing technologies that complement or augment our existing product lines. However, we may be unable to identify or complete promising acquisitions or license transactions for many reasons, such as:

- competition among buyers and licensees,
- the high valuations of businesses and technologies,
- the need for regulatory and other approval, and
- our inability to raise capital to fund these acquisitions.

Some of the businesses we acquire may be unprofitable or marginally profitable, or may increase the variability of our revenue recognition. If, for example, we are unable to successfully commercialize products and services related to significant in-process research and development that we have capitalized, we may have to impair the value of such assets. Accordingly, the earnings or losses of acquired businesses may dilute our earnings. For these acquired businesses to achieve acceptable levels of profitability, we would have to improve their management, operations, products and market penetration. We may not be successful in this regard and may encounter other difficulties in integrating acquired businesses into our existing operations, such as incompatible management, information or other systems, cultural differences, loss of key personnel, unforeseen regulatory requirements, previously undisclosed liabilities or difficulties in predicting financial results. We may lose the right to utilize licensed technologies which could limit our ability to offer products incorporating such technologies. To finance our acquisitions, we may have to raise additional funds, either through public or private financings. We may be unable to obtain such funds or may be able to do so only on terms unacceptable to us. We may also incur expenses related to completing acquisitions or licensing technologies, or in evaluating potential acquisitions or technologies, which may adversely impact our profitability.

If we do not compete effectively, our business will be harmed.

We encounter aggressive competition from numerous competitors in many areas of our business. We may not be able to compete effectively with all of these competitors. To remain competitive, we must develop new products and periodically enhance our existing products. We anticipate that we may also have to adjust the prices of many of our products to stay competitive. In addition, new competitors, technologies or market trends may emerge to threaten or reduce the value of entire product lines.

Our quarterly operating results could be subject to significant fluctuation, and we may not be able to adjust our operations to effectively address changes we do not anticipate, which could increase the volatility of our stock price and potentially cause losses to our shareholders.

Given the nature of the markets in which we participate, we cannot reliably predict future revenue and profitability. Changes in competitive, market and economic conditions may require us to adjust our operations, and we may not be able to make those adjustments or make them quickly enough to adapt to changing conditions. A high proportion of our costs are fixed in the short term, due in part to our research and development and manufacturing costs. As a result, small declines in sales could disproportionately affect our operating results in a quarter. Factors that may affect our quarterly operating results include:

- demand for and market acceptance of our products,
- competitive pressures resulting in lower selling prices,
- changes in the level of economic activity in regions in which we do business, including as a result of global health crises or pandemics,
- changes in general economic conditions or government funding,
- settlements of income tax audits,
- expenses incurred in connection with claims related to environmental conditions at locations where we conduct or formerly conducted operations,
- contract terminations, adverse litigation outcomes, and litigation costs,
- differing tax laws and changes in those laws (including the enactment by countries of the Organization for Economic Cooperation and Development (OECD) Base Erosion and Profit Shifting Pillar Two, which would impose a minimum corporate income tax rate of least 15%), or changes in the countries in which we are subject to taxation,
- changes in our effective tax rate,
- changes in industries, such as pharmaceutical and biomedical,
- changes in the portions of our revenue represented by our various products and customers,
- our ability to introduce new products,
- our competitors' announcement or introduction of new products, services or technological innovations,
- costs of raw materials, labor, energy, supplies, transportation or other indirect costs,
- changes in healthcare or other reimbursement rates paid by government agencies and other third parties for certain of our products and services,
- our ability to realize the benefit of ongoing productivity initiatives,
- changes in the volume or timing of product orders,
- fluctuation in the expense related to the mark-to-market adjustment on postretirement benefit plans,
- changes in our assumptions underlying future funding of pension obligations,
- changes in assumptions used to determine contingent consideration in acquisitions, and
- changes in foreign currency exchange rates.

A significant disruption in third-party package delivery and import/export services, or significant increases in prices for those services, could interfere with our ability to ship products, increase our costs and lower our profitability.

We ship a significant portion of our products to our customers through independent package delivery and import/export companies, including UPS and Federal Express in the United States; TNT, UPS and DHL in Europe; and UPS in Asia. We also ship our products through other carriers, including commercial airlines, freight carriers, national trucking firms, overnight carrier services and the United States Postal Service. If one or more of the package delivery or import/export providers experiences a significant disruption in services or institutes a significant price increase, we may have to seek alternative providers and the delivery of our products could be prevented or delayed. Such events could cause us to incur increased shipping costs that could not be passed on to our customers, negatively impacting our profitability and our relationships with certain of our customers.

Disruptions in the supply of raw materials, certain key components and other goods from our limited or single source suppliers could have an adverse effect on the results of our business operations, and could damage our relationships with customers.

The production of our products requires a wide variety of raw materials, key components and other goods that are generally available from alternate sources of supply. However, certain critical raw materials, key components and other goods required for the production and sale of some of our principal products are available from limited or single sources of supply. We generally have multi-year contracts with no minimum purchase requirements with these suppliers, but those contracts may not fully protect us from a failure by certain suppliers to supply critical materials or from the delays inherent in being required to change suppliers and, in some cases, validate new raw materials. Such raw materials, key components and other goods can usually be obtained from alternative sources with the potential for an increase in price, decline in quality or delay in delivery. A prolonged inability to obtain certain raw materials, key components or other goods is possible and could have an adverse effect on our business operations, and could damage our relationships with customers. In addition, global health crises or pandemics, wars, conflicts, or other changes in a country's or region's political or economic conditions, could have a significant adverse effect on our supply chain.

We are subject to the rules of the Securities and Exchange Commission requiring disclosure as to whether certain materials known as conflict minerals (tantalum, tin, gold, tungsten and their derivatives) that may be contained in our products are mined from the Democratic Republic of the Congo and adjoining countries. As a result of these rules, we may incur additional costs in complying with the disclosure requirements and in satisfying those customers who require that the components used in our products be certified as conflict-free, and the potential lack of availability of these materials at competitive prices could increase our production costs.

If we do not retain our key personnel, our ability to execute our business strategy will be limited.

Our success depends to a significant extent upon the continued service of our executive officers and key management and technical personnel, particularly our experienced engineers and scientists, and on our ability to continue to attract, retain, and motivate qualified personnel. The competition for these employees is intense. The loss of the services of key personnel could have a material adverse effect on our operating results. In addition, there could be a material adverse effect on us should the turnover rates for key personnel increase significantly or if we are unable to continue to attract qualified personnel. We do not maintain any key person life insurance policies on any of our officers or employees.

Our success also depends on our ability to execute leadership succession plans. The inability to successfully transition key management roles could have a material adverse effect on our operating results.

If we experience a significant disruption in, or breach in security of, our information technology systems or those of our customers, suppliers or other third parties, or cybercrime, resulting in inappropriate access to or inadvertent transfer of information or assets or result in a ransom demand from a third party, or if we fail to implement new systems, software and technologies successfully, our business could be adversely affected.

We rely on several centralized information technology systems throughout our company to develop, manufacture and provide products and services, keep financial records, process orders, manage inventory, process shipments to customers and operate other critical functions. Our and our third-party service providers' information technology systems may be susceptible to damage, disruptions or shutdowns due to power outages, hardware failures, computer viruses, attacks by computer hackers, telecommunication failures, user errors, catastrophes or other unforeseen events. The risk of a security breach or disruption through cyber-attacks has generally increased as the number, intensity and sophistication of attempted attacks from around the world have increased. For example, many companies have experienced an increase in phishing and social engineering attacks from third parties. If we were to experience a prolonged system disruption in the information technology systems that involve our interactions with customers, suppliers or other third parties, it could result in the loss of sales and customers and significant

incremental costs, which could adversely affect our business. In addition, security breaches of our information technology systems or cybercrime, resulting in inappropriate access to or inadvertent transfer of information or assets, could result in losses or misappropriation of assets, ransom demands by third parties, or unauthorized disclosure of confidential information belonging to us or to our employees, partners, customers or suppliers, which could result in our suffering significant financial or reputational damage.

Our results of operations will be adversely affected if we fail to realize the full value of our intangible assets.

As of September 29, 2024, our total assets included \$9.3 billion of net intangible assets. Net intangible assets consist principally of goodwill associated with acquisitions and costs associated with securing patent rights, trademark rights, customer relationships, core technology and technology licenses, net of accumulated amortization. We test goodwill at least annually for potential impairment by comparing the carrying value to the fair value of the reporting unit to which it is assigned. All of our amortizing intangible assets are also evaluated for impairment should events occur that call into question the value of the intangible assets.

Adverse changes in our business, adverse changes in the assumptions used to determine the fair value of our reporting units, or the failure to grow our Life Sciences and Diagnostics segments may result in impairment of our intangible assets, which could adversely affect our results of operations.

Risks Related to our Intellectual Property

We may not be successful in adequately protecting our intellectual property.

Patent and trade secret protection is important to us because developing new products, processes and technologies gives us a competitive advantage, although it is time-consuming and expensive. We own many United States and foreign patents and intend to apply for additional patents. Patent applications we file, however, may not result in issued patents or, if they do, the claims allowed in the patents may be narrower than what is needed to protect fully our products, processes and technologies. The expiration of our previously issued patents may cause us to lose a competitive advantage in certain of the products and services we provide. Similarly, applications to register our trademarks may not be granted in all countries in which they are filed. For our intellectual property that is protected by keeping it secret, such as trade secrets and know-how, we may not use adequate measures to protect this intellectual property.

Third parties have in the past and may in the future also challenge the validity of our issued patents, may circumvent or “design around” our patents and patent applications, or claim that our products, processes or technologies infringe their patents. In addition, third parties may assert that our product names infringe their trademarks. We may incur significant expense in legal proceedings to protect our intellectual property against infringement by third parties or to defend against claims of infringement by third parties. Claims by third parties in pending or future lawsuits could result in awards of substantial damages against us or court orders that could effectively prevent us from manufacturing, using, importing or selling our products in the United States or other countries.

If we are unable to renew our licenses or otherwise lose our licensed rights, we may have to stop selling products or we may lose competitive advantage.

We may not be able to renew or otherwise lose our right to utilize our existing licenses, or licenses we may obtain in the future, on terms acceptable to us, or at all. If we lose the rights to a patented or other proprietary technology, we may need to stop selling products incorporating that technology and possibly other products, redesign our products or lose a competitive advantage. Potential competitors could in-license technologies that we fail to license and potentially erode our market share.

Our licenses typically subject us to various economic and commercialization obligations. If we fail to comply with these obligations, we could lose important rights under a license, such as the right to exclusivity in a market, or incur losses for failing to comply with our contractual obligations. In some cases, we could lose all rights under the license. In addition, rights granted under the license could be lost for reasons out of our control. For example, the licensor could lose patent protection for a number of reasons, including invalidity of the licensed patent, or a third-party could obtain a patent that curtails our freedom to operate under one or more licenses.

Risks Related to Legal, Government and Regulatory Matters

The manufacture and sale of products and services may expose us to product and other liability claims for which we could have substantial liability.

We face an inherent business risk of exposure to product and other liability claims if our products, services or product candidates are alleged or found to have caused injury, damage or loss. We may be unable to obtain insurance with adequate levels of coverage for potential liability on acceptable terms or claims of this nature may be excluded from coverage under the terms of any insurance policy that we obtain. If we are unable to obtain such insurance or the amounts of any claims successfully brought against us substantially exceed our coverage, then our business could be adversely impacted.

If we fail to maintain satisfactory compliance with the regulations of the United States Food and Drug Administration and other governmental agencies in the United States and abroad, we may be forced to recall products and cease their manufacture and distribution, and we could be subject to civil, criminal or monetary penalties.

Our operations are subject to regulation by different state and federal government agencies in the United States and other countries, as well as to the standards established by international standards bodies. If we fail to comply with those regulations or standards, we could be subject to fines, penalties, criminal prosecution or other sanctions. Some of our products are subject to regulation by the United States Food and Drug Administration and similar foreign and domestic agencies. These regulations govern a wide variety of product activities, from design and development to labeling, manufacturing, promotion, sales and distribution. If we fail to comply with those regulations or standards, we may have to recall products, cease their manufacture and distribution, and may be subject to fines or criminal prosecution.

We are also subject to a variety of laws, regulations and standards that govern, among other things, the importation and exportation of products, the handling, transportation and manufacture of toxic or hazardous substances, the collection, storage, transfer, use, disclosure, retention and other processing of personal data, and our business practices in the United States and abroad such as anti-bribery, anti-corruption and competition laws. This requires that we devote substantial resources to maintaining our compliance with those laws, regulations and standards. A failure to do so could result in the imposition of civil, criminal or monetary penalties having a material adverse effect on our operations.

We are subject to stringent data privacy and information security laws and regulations and changes in such laws or regulations, or our failure to comply with such requirements, could subject us to significant fines and penalties, which may have a material adverse effect on our business, financial condition or results of operations.

We are subject to data privacy and information security laws and regulations that apply to the collection, transmission, storage and use of personally identifying information, which among other things, impose certain requirements relating to the privacy, security and transmission of personal information, including comprehensive regulatory systems in the United States, European Union and the United Kingdom. The legislative and regulatory landscape for privacy and data protection continues to evolve in jurisdictions worldwide, and there has been an increasing focus on privacy and data protection issues with the potential to affect our business. Failure to comply with any of these laws or regulations could result in enforcement actions against us, including fines, claims for damages by affected individuals, damage to our reputation and loss of goodwill, any of which could have a material adverse effect on our business, financial condition, results of operations or prospects.

Changes in governmental regulations may reduce demand for our products or increase our expenses.

We compete in markets in which we or our customers must comply with federal, state, local and foreign regulations, such as environmental, health and safety, data privacy and food and drug regulations. We develop, configure and market our products to meet customer needs created by these regulations. Any significant change in these regulations could reduce demand for our products or increase our costs of producing these products.

The healthcare industry is highly regulated and if we fail to comply with its extensive system of laws and regulations, we could suffer fines and penalties or be required to make significant changes to our operations which could have a significant adverse effect on the results of our business operations.

The healthcare industry, including the genetic screening market, is subject to extensive and frequently changing international and United States federal, state and local laws and regulations. In addition, legislative provisions relating to healthcare fraud and abuse, patient privacy violations and misconduct involving government insurance programs provide federal enforcement personnel with substantial powers and remedies to pursue suspected violations. We believe that our business will continue to be subject to increasing regulation as the federal government continues to strengthen its position on healthcare matters, the scope and effect of which we cannot predict. If we fail to comply with applicable laws and regulations, we could suffer civil and criminal damages, fines and penalties, exclusion from participation in governmental healthcare

programs, and the loss of various licenses, certificates and authorizations necessary to operate our business, as well as incur liabilities from third-party claims, all of which could have a significant adverse effect on our business.

Risks Related to our Foreign Operations

Economic, political and other risks associated with foreign operations could adversely affect our international sales and profitability.

Because we sell our products worldwide, our businesses are subject to risks associated with doing business internationally. Our sales originating outside the United States represented the majority of our total revenue in fiscal year 2023. We anticipate that sales from international operations will continue to represent a substantial portion of our total revenue. In addition, many of our manufacturing facilities, employees and suppliers are located outside the United States. Accordingly, our future results of operations could be harmed by a variety of factors, including:

- changes in actual, or from projected, foreign currency exchange rates,
- global health crises of unknown duration,
- wars, conflicts, or other changes in a country's or region's political or economic conditions, particularly in developing or emerging markets,
- longer payment cycles of foreign customers and timing of collections in foreign jurisdictions,
- trade protection measures including embargoes, sanctions and tariffs, such as the sanctions and other restrictions implemented by the United States and other governments on the Russian Federation and related parties in connection with the conflict in Ukraine,
- import or export licensing requirements and the associated potential for delays or restrictions in the shipment of our products or the receipt of products from our suppliers,
- policies in foreign countries benefiting domestic manufacturers or other policies detrimental to companies headquartered in the United States,
- differing tax laws and changes in those laws, or changes in the countries in which we are subject to tax,
- adverse income tax audit settlements or loss of previously negotiated tax incentives,
- differing business practices associated with foreign operations,
- difficulty in transferring cash between international operations and the United States,
- difficulty in staffing and managing widespread operations,
- differing labor laws and changes in those laws,
- differing protection of intellectual property and changes in that protection,
- expanded enforcement of laws related to data protection and personal privacy,
- increasing global enforcement of anti-bribery and anti-corruption laws, and
- differing regulatory requirements and changes in those requirements.

Risks Related to our Debt

We have a substantial amount of outstanding debt, which could impact our ability to obtain future financing and limit our ability to make other expenditures in the conduct of our business.

We have a substantial amount of debt and other financial obligations. Our debt level and related debt service obligations could have negative consequences, including:

- requiring us to dedicate significant cash flow from operations to the payment of principal and interest on our debt, which reduces the funds we have available for other purposes, such as acquisitions and stock repurchases;
- reducing our flexibility in planning for or reacting to changes in our business and market conditions;
- exposing us to interest rate risk as a portion of our debt obligations are at variable rates;

- increasing our foreign currency risk as a portion of our debt obligations are in denominations other than the U.S. dollar; and
- increasing the chances of a downgrade of our debt ratings due to the amount or intended purpose of our debt obligations.

We may incur additional indebtedness in the future to meet future financing needs. If we add new debt, the risks described above could increase. In addition, the market for both public and private debt offerings has experienced liquidity concerns and increased volatility, which could ultimately increase our borrowing costs and limit our ability to obtain future financing.

Restrictions in our senior unsecured revolving credit facility and other debt instruments may limit our activities.

Our senior unsecured revolving credit facility, senior unsecured notes due in 2026 (“2026 Notes”), senior unsecured notes due in 2028 (“2028 Notes”), senior unsecured notes due in 2029 (“2029 Notes”), senior unsecured notes due in March 2031 (“March 2031 Notes”), senior unsecured notes due in September 2031 (“September 2031 Notes”) and senior unsecured notes due in 2051 (“2051 Notes”) include restrictive covenants that limit our ability to engage in activities that could otherwise benefit our company. These include restrictions on our ability and the ability of our subsidiaries to:

- pay dividends on, redeem or repurchase our capital stock,
- sell assets,
- incur obligations that restrict our subsidiaries’ ability to make dividend or other payments to us,
- guarantee or secure indebtedness,
- enter into transactions with affiliates, and
- consolidate, merge or transfer all, or substantially all, of our assets and the assets of our subsidiaries on a consolidated basis.

We are also required to meet specified financial ratios under the terms of certain of our existing debt instruments. Our ability to comply with these financial restrictions and covenants is dependent on our future performance, which is subject to prevailing economic conditions and other factors, including factors that are beyond our control, such as foreign exchange rates, interest rates, changes in technology and changes in the level of competition. In addition, if we are unable to maintain our investment grade credit rating, our borrowing costs would increase and we would be subject to different and potentially more restrictive financial covenants under some of our existing debt instruments.

Any future indebtedness that we incur may include similar or more restrictive covenants. Our failure to comply with any of the restrictions in our senior unsecured revolving credit facility, the 2026 Notes, the 2028 Notes, the 2029 Notes, the March 2031 Notes, the September 2031 Notes, the 2051 Notes or any future indebtedness may result in an event of default under those debt instruments, which could permit acceleration of the debt under those debt instruments, and require us to prepay that debt before its scheduled due date under certain circumstances.

Risks Related to Ownership of our Common Stock

Our share price will fluctuate.

Over the last several years, stock markets in general and our common stock in particular have experienced significant price and volume volatility. Both the market price and the daily trading volume of our common stock may continue to be subject to significant fluctuations due not only to general stock market conditions but also to a change in sentiment in the market regarding our operations and business prospects. In addition to the risk factors discussed above, the price and volume volatility of our common stock may be affected by:

- operating results that vary from our financial guidance or the expectations of securities analysts and investors,
- the financial performance of the major end markets that we target,
- the operating and securities price performance of companies that investors consider to be comparable to us,
- announcements of strategic developments, acquisitions and other material events by us or our competitors,
- changes in global financial markets and global economies and general market conditions, such as interest or foreign exchange rates, inflation, freight costs, commodity and equity prices and the value of financial assets, and
- changes to economic conditions arising from global health crises and pandemics, climate change, or from wars or conflicts.

Dividends on our common stock could be reduced or eliminated in the future.

On July 25, 2024, we announced that our Board of Directors (our “Board”) had declared a quarterly dividend of \$0.07 per share for the third quarter of fiscal year 2024 that will be paid in November 2024. On October 24, 2024, we announced that our Board had declared a quarterly dividend of \$0.07 per share for the fourth quarter of fiscal year 2024 that will be payable in February 2025. In the future, our Board may determine to reduce or eliminate our common stock dividend in order to fund investments for growth, repurchase shares or conserve capital resources.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

Stock Repurchases

The following table provides information with respect to the shares of common stock repurchased by us for the periods indicated.

Period	Issuer Repurchases of Equity Securities			
	Total Number of Shares Purchased ⁽¹⁾	Average Price Paid Per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs ⁽²⁾	Maximum Number (or Approximate Dollar Value) Shares that May Yet Be Purchased Under the Plans or Programs ⁽²⁾
July 1, 2024—July 28, 2024	32,347	\$ 103.37	32,347	\$ 326,271,448
July 29, 2024—August 25, 2024	691,796	119.78	691,488	243,445,001
August 26, 2024—September 29, 2024	560,849	120.10	559,774	176,215,836
Activity for quarter ended September 29, 2024	1,284,992	\$ 119.51	1,283,609	\$ 176,215,836

- (1) Our Board of Directors (our “Board”) has authorized us to repurchase shares of common stock to satisfy minimum statutory tax withholding obligations in connection with the vesting of restricted stock awards and restricted stock unit awards granted pursuant to our equity incentive plans and to satisfy obligations related to the exercise of stock options made pursuant to our equity incentive plans. During the three months ended September 29, 2024, we repurchased 1,383 shares of common stock for this purpose at an aggregate cost of \$0.2 million.
- (2) On April 27, 2023, our Board authorized us to repurchase shares of common stock for an aggregate amount up to \$600 million under a stock repurchase program (the “Repurchase Program”). During the three months ended September 29, 2024, we repurchased 1,283,609 shares of common stock under the Repurchase Program for an aggregate cost of \$153.4 million. Subsequent to the third quarter of fiscal year 2024, we repurchased 284,985 shares of common stock under the Repurchase Program at an aggregate cost of \$34.3 million. On October 24, 2024, the Repurchase Program was terminated by our Board and our Board authorized us to repurchase shares of common stock for an aggregate amount up to \$1.0 billion under a new stock repurchase program (the “New Repurchase Program”). No shares remain available for repurchase under the Repurchase Program due to its termination. The New Repurchase Program will expire on October 23, 2026 unless terminated earlier by our Board and may be suspended or discontinued at any time. Subsequent to October 24, 2024, we repurchased 171,400 shares of common stock under the New Repurchase Program at an aggregate cost of \$20.3 million.

Item 5. Other Information**Rule 10b5-1 Trading Plans**

On August 1, 2024, Prahlad Singh, an officer for purposes of Section 16 of the Securities Exchange Act of 1934, amended his “Rule 10b5-1 trading arrangement” that was adopted on May 26, 2024, which provided for the sale of up to 18,365 securities of our Company’s common stock and had an expiration date of January 31, 2025.

Rule 10b5-1 Trading Arrangements				
Name	Position	Trading Arrangement Adoption Date	Duration of Trading Arrangement	Aggregate Number of Securities to be Sold under the Trading Arrangement
Prahlad Singh	President and Chief Executive Officer	August 1, 2024	December 2, 2024 - January 30, 2025	Up to 18,365

During the three months ended September 29, 2024, none of our other directors or officers, for purposes of Section 16 of the Securities Exchange Act of 1934, adopted or terminated a “Rule 10b5-1 trading arrangement” or a “non-Rule 10b5-1 trading arrangement”, as those terms are defined in Item 408(a) of Regulation S-K.

Item 6. Exhibits

Exhibit Number	Exhibit Name
3.1	Revvity, Inc.’s Restated Articles of Organization, as amended, attached hereto as Exhibit 3.1.
31.1	Certification of Chief Executive Officer pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
31.2	Certification of Chief Financial Officer pursuant to Rule 13a-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
32.1	Certification of Chief Executive Officer and Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
101.INS	Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
101.SCH	Inline XBRL Taxonomy Extension Schema Document.
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document.
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document.
101.LAB	Inline XBRL Taxonomy Extension Labels Linkbase Document.
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document.
104	Cover Page Interactive Data File (formatted as inline XBRL with applicable taxonomy extension information contained in Exhibits 101).

Attached as Exhibit 101 to this report are the following formatted in XBRL (Extensible Business Reporting Language):

(i) Cover Page, Form 10-Q, Quarterly Report for the quarterly period ended September 29, 2024 (ii) Condensed Consolidated Statements of Operations for the three and nine months ended September 29, 2024 and October 1, 2023, (iii) Condensed Consolidated Statements of Comprehensive Income for the three and nine months ended September 29, 2024 and October 1, 2023, (iv) Condensed Consolidated Balance Sheets at September 29, 2024 and December 31, 2023, (v) Condensed Consolidated Statements of Stockholders’ Equity for the nine months ended September 29, 2024 and October 1, 2023, (vi) Condensed Consolidated Statements of Cash Flows for the nine months ended September 29, 2024 and October 1, 2023, and (vii) Notes to Condensed Consolidated Financial Statements.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

REVVITY, INC.

November 6, 2024

By: _____
/s/ MAXWELL KRAKOWIAK
Maxwell Krakowiak
Senior Vice President and Chief Financial Officer
(Principal Financial Officer)

REVVITY, INC.

November 6, 2024

By: _____
/s/ ANITA GONZALES
Anita Gonzales
Vice President and Controller
(Principal Accounting Officer)

See attached Article II

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P.C.

* Delete the inapplicable words. ** Delete the inapplicable clause.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8 ½ 11 sheets of paper with left margin of at least 1 inch. Additions to more than one article may be made on a single sheet as long as each article requiring each addition is clearly indicated.



Revvity Proprietary Information

ARTICLE III

State the total number of shares and par value, if any, of each class of stock which the corporation is authorized to issue:

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE
Common:		Common:	300,000,000	\$1.00
Preferred:		Preferred:	1,000,000	\$1.00

ARTICLE IV

If more than one data of stock is authorized, state a distinguishing designation for each class. Prior to the issuance of any shares of a class, if shares of another class are outstanding, the corporation must provide a description of the preferences, voting powers, qualifications and special or relative rights or privileges of that class and of each other class of which shares are outstanding and of each series then established within any class.

See Attached Article IV

ARTICLE V

The restrictions, if any, imposed by the Articles of Organization upon the transfer of shares of stock of any class are:

None

ARTICLE VI

****Other lawful provisions.** if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or stockholders, or of any class of stockholders:

See Attached Article VI

***If there are no provisions state "None"*

Note The preceding six (6) articles are considered so be permanent and may ONLY be changed by filing appropriate Articles of Amendment.

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Revvity Proprietary Information

Article II

The purpose of the corporation is to engage in the following business activities:

To manufacture, buy, sell, store, alter, and otherwise deal in or with electrical, electronic, photographic and mechanical equipment, devices, machinery, products, supplies, and material of all kinds.

To render consulting and advisory services of all kinds.

To engage in research, experimentation and development work of all kinds either for its own account or for others.

To engage in, conduct, and carry on any other business or businesses and to engage in any lawful act or activity for which corporations may be organized under Chapter 156B of the Laws of the Commonwealth of Massachusetts or any amendment or substitution thereof.

To purchase, lease, exchange or otherwise acquire, hold, store, sell, encumber, or otherwise deal in or with any real or personal property or any rights or privileges which the corporation may consider necessary or convenient for the purpose of its business, provided, however, that this Corporation shall not engage in the real estate business.

To acquire by purchase, lease, exchange or otherwise the whole or any part of the goodwill, patents, trade names, rights, licenses, and property of any person or persons, firm, association, or corporation heretofore or hereafter engaged in any of these businesses or any similar business or businesses or in any business which this corporation is authorized to carry on and pay for the same in cash or in stock or other securities of this corporation or otherwise, and hold and in any manner dispose of the whole or any part of the property so acquired, and conduct in any lawful manner the whole or any part of the business or businesses so acquired.

To borrow money, to issue notes, bonds or other obligations, secured or unsecured, of the corporation for any purpose for which it is incorporated.

To purchase or otherwise receive, hold, sell, and otherwise deal in or with all or any part of the capital stock of any class, bonds, notes, debentures, or other securities of any corporation, including this corporation, association, government, state municipality, or other organization.

To do any and all other acts and things and to exercise any and all other powers which a partnership or a natural person could do and exercise which now or hereafter may be authorized by the law governing business corporations in furtherance of these purposes.

To carry on any business herein described either for its own account or as agent broker, or otherwise.

Article IV

If more than one class of stock is authorized, state a distinguishing designation for each class. Prior to the issuance of any shares of a class, if shares of another class are outstanding, the corporation must provide a description of the preferences, voting powers, qualifications, and special or relative rights or privileges of that class and of each other class of which shares are outstanding and of each series then established within any class:

The following is a description of each class of stock of the corporation and the respective preferences, powers, qualifications and special or relative rights or privileges as to each class.

- A. Preferred Stock. The Preferred Stock may be issued in one or more series at such time or times and for such considerations as the Board of Directors may determine. Each series shall be so designated as to distinguish the shares thereof from the shares of all other series and classes. Except as to the relative rights and preferences referred to hereinafter in respect of any or all of which there may be variations between different series, and except that shares of any one series issued at different times may differ as to the dates from which dividends thereon shall accrue and be cumulative, all shares of Preferred Stock shall be identical. Different series of Preferred Stock shall not be construed to constitute different classes of shares for the purpose of voting by classes.

The Board of Directors is expressly authorized, subject to the limitations prescribed by law and the provisions of these Articles, to provide by adopting a resolution or resolutions, a certificate of which shall be filed in accordance with the Business Corporation Law of the Commonwealth of Massachusetts, for the issue of the Preferred Stock in one or more series, each with such designations, preferences and relative, participating, optional or other special rights, and qualifications, limitations or restrictions thereof as shall be stated in the resolution or resolutions creating such series. The authority of the Board of Directors with respect to each such series shall include, without limitation of the foregoing, the right to determine and fix:

- (1) The distinctive designation of such series and the number of shares to constitute such series;
- (2) The rate at which dividends on the shares of such series shall be declared and paid, or set aside for payment, before any dividends on the Common Stock with respect to the same dividend period shall be declared and paid or set aside for payment; whether dividends at the rate so determined shall be cumulative and if so from what date or dates and on what terms; and whether the shares of such series shall be entitled to any participating or other dividends in addition to dividends at the rate so determined, and if so on what terms;
- (3) The right, if any, of the corporation to redeem shares of the particular series and, if redeemable, the terms and conditions of such redemption, including the redemption price or prices which the shares of such series shall be entitled to receive upon redemption;

- (4) The preferences, if any, and the amount or amounts per share, which the shares of such series shall be entitled to receive, upon any value try or involuntary liquidation, dissolution or winding up of the corporation;
- (5) The terms and conditions, if any, upon which shares of such series shall be convertible into, or exchangeable for, shores of stock of any other class or classes or other series of the same class, including the price or prices or the rate or rates of conversion or exchange and the terms of adjustment, if any;
- (6) The obligation, if any, of the corporation to retire or purchase shares of such series pursuant to a sinking hind of a similar nature or otherwise, and the terms and conditions of such obligations;
- (7) Voting rights, if any, provided that the shares of all series with voting rights shall not have more than one vote per share;
- (8) The status as to reissuance or sale of shares of such series redeemed, purchased or otherwise reacquired, or surrendered to the corporation on conversion;
- (9) The conditions and restrictions, if any, on the payment of dividends or on the making of other distributions on, or the purchase, redemption or other acquisition by the corporation or any subsidiary, of the Common Stock or of any other class of stock of the corporation ranking junior to the shares of such series as to dividends or upon liquidation;
- (10) The conditions and restrictions, if any, on the creation of indebtedness of the corporation, or any subsidiary, or on the issue of any additional stock ranking on a parity with or prior to the shares of such series as to dividends or upon liquidation;
- (11) Such other preferences or restrictions or qualifications thereof as the Board of Directors may deem advisable and are not inconsistent with law and the provisions of those Articles.

No holder of shares of the Preferred Stock shall be entitled as such, as a matter of right, to subscribe for or purchase any part of any new or additional issue of stock of any class whatsoever of the corporation, or of securities convertible into stock of any class, whether now or hereafter authorized, or whether issued for cash or other consideration or by way of dividend.

Terms of Series C Junior Participating Preferred Stock:

I. Designation and Amount

The shares of such series shall be designated as “Series C Junior Participating Preferred Stock” (the “Series C Preferred Stock”) and the number of shares constituting the Series C Preferred Stock shall be 70,000. Such number of shares may be increased or decreased by

resolution of the Board of Directors; provided, that no decrease shall reduce the number of shares of Series C Preferred Stock to a number less than the number of shares then outstanding plus the number of shares reserved for issuance upon the exercise of outstanding options, rights or warrants or upon the conversion of any outstanding securities issued by the Corporation convertible into Series C Preferred Stock.

II. Dividends and Distributions

(A) Subject to the rights of the holders of any shares of any series of Preferred Stock (or any similar stock) ranking prior and superior to the Series C Preferred Stock with respect to dividends, the holders of shares of Series C Preferred Stock, in preference to the holders of Common Stock, par value \$1 per share (the "Common Stock"), of the Corporation, and of any other junior stock, shall be entitled to receive, when, as and if declared by the Board of Directors out of funds of the Corporation legally available for the payment of dividends, quarterly dividends payable in cash on the first day of March, June, September and December in each year (each such date being referred to herein as a "Quarterly Dividend Payment Date"), commencing on the first quarterly Dividend Payment Date after the first issuance of a share or fraction of a share of Series C Preferred Stock, in an amount per share (rounded to the nearest cent) equal to the greater of (a) \$1 or (b) subject to the provision for adjustment hereinafter set forth, 1,000 times the aggregate per share amount of all cash dividends, and 1,000 times the aggregate per share amount (payable in kind) of all non-cash dividends or other distributions, other than a dividend payable in shares of Common Stock or a subdivision of the outstanding shares of Common Stock (by reclassification or otherwise), declared on the Common Stock since the immediately preceding Quarterly Dividend Payment Date or, with respect to the first Quarterly Dividend Payment Date, since the first issuance of any share or fraction of a share of Series C Preferred Stock. In the event the Corporation shall at any time declare or pay any dividend on the Common Stock payable in shares of Common Stock, or effect a subdivision, combination or consolidation of the outstanding shares of Common Stock (by reclassification or otherwise than by payment of a dividend in shares of Common Stock) into a greater or lesser number of shares of Common Stock, then in each such case the amount to which holders of shares of Series C Preferred Stock were entitled immediately prior to such event under clause (b) of the preceding sentence shall be adjusted by multiplying such amount by a fraction, the numerator of which is the number of shares of Common Stock outstanding immediately after such event and the denominator of which is the number of shares of Common Stock that were outstanding immediately prior to such event.

(B) The Corporation shall declare a dividend or distribution on the Series C Preferred Stock as provided in paragraph (A) of this Section immediately after it declares a dividend or distribution on the Common Stock (other than a dividend payable in shares of Common Stock) and the Corporation shall pay such dividend or distribution on the Series C Preferred Stock before the dividend or distribution declared on the Common Stock is paid or set apart; provided that, in the event no dividend or distribution shall have been declared on the Common Stock during the period between any Quarterly Dividend Payment Date and the next subsequent Quarterly Dividend Payment Date, a dividend of \$1 per share on the Series C Preferred Stock shall nevertheless be payable on such subsequent Quarterly Dividend Payment Date.

(C) Dividends shall begin to accrue and be cumulative on outstanding shares of Series C Preferred Stock from the Quarterly Dividend Payment Date next preceding the date of or is a date after the record date for the determination of holders of shares of Series C Preferred Stock entitled to receive a quarterly dividend and before such Quarterly Dividend Payment Date, in either of which events such dividends shall begin to accrue and be cumulative from such Quarterly Dividend Payment Date. Accrued but unpaid dividends shall not bear interest. Dividends paid on the shares of Series C Preferred Stock in an amount less than the total amount of such dividends at the time accrued and payable on such shares shall be allocated pro rata on a share-by-share basis among all such shares at the time outstanding. The Board of Director may fix a record date for the determination of holders of shares of Series C Preferred Stock entitled to receive payment of a dividend or distribution declared thereon, which record date shall be not more than 60 days prior to the date fixed for the payment thereof.

III. Voting Rights

The holders of shares of Series C Preferred Stock shall have the following voting rights:

(A) Subject to the provision for adjustment hereinafter set forth, each share of Series C Preferred Stock shall entitle the holder thereof to 1,000 votes on all matters submitted to a vote of the stockholders of the Corporation. In the event the Corporation shall at any time declare or pay any dividend on the Common Stock payable in shares of Common Stock, or effect a subdivision, combination or consolidation of the outstanding shares of Common Stock (by reclassification or otherwise than by payment of a dividend in shares of Common Stock) into a greater or lesser number of shares of Common Stock, then in each such case the number of votes per share to which holders of shares of Series C Preferred Stock were entitled immediately prior to such event shall be adjusted by multiplying such number by a fraction, the numerator of which is the number of shares of Common Stock outstanding immediately after such event and the denominator of which is the number of shares of Common Stock that were outstanding immediately prior to such event.

(B) Except as otherwise provided herein, by law, or in any other Certificate of Vote of Directors creating a series of Preferred Stock or any similar stock, the holders of shares of Series C Preferred Stock and the holders of shares of Common Stock and any other capital stock of the Corporation having general voting rights shall vote together as one class on all matters submitted to a vote of stockholders of the Corporation.

(C) (i) If at any time dividends on any Series C Preferred Stock shall be in arrears in an amount equal to six quarterly dividends thereon, the holders of the Series C Preferred Stock, voting as a separate series from all other series of Preferred Stock and classes of capital stock, shall be entitled to elect two members of the Board of Directors in addition to any Directors elected by any other series, class or classes of securities and the authorized number of Directors will automatically be increased by two. Promptly thereafter, the Board of Directors of this Corporation shall, as soon as may be practicable, call a special meeting of holders of Series C Preferred Stock for the purpose of electing such members of the Board of Directors. Said special meeting shall in any event be held within 45 days of the occurrence of such arrearage.

(ii) During any period when the holders of Series C Preferred Stock, voting as a separate series, shall be entitled and shall have exercised their right to elect two Directors, then and during such time as such right continues (a) the then authorized number of Directors shall be increased by two, and the holders of Series C Preferred Stock, voting as a separate series, shall be entitled to elect the additional Directors so provided for, and (b) each such additional Director shall not be a member of any existing class of the Board of Directors, but shall serve until the next annual meeting of stockholders for the election of Directors, or until his successor shall be elected and shall qualify, or until his right to hold such office terminates pursuant to the provisions of this Section III(C).

(iii) A Director elected pursuant to the terms hereof may be removed with or without cause by the holders of Series C Preferred Stock entitled to vote in an election of such Director.

(iv) If, during any interval between annual meetings of stockholders for the election of Directors and while the holders of Series C Preferred Stock shall be entitled to elect two Directors, there is no such Director in office by reason of resignation, death or removal, then, promptly thereafter, the Board of Directors shall call a special meeting of the holders of Series C Preferred Stock for the purpose of filling such vacancy and such vacancy shall be filled at such special meeting. Such special meeting shall in any event be held within 45 days of the occurrence of such vacancy.

(v) At such time as the arrearage is fully cured, and all dividends accumulated and unpaid on any shares of Series C Preferred Stock outstanding are paid, and, in addition thereto, at least one regular dividend has been paid subsequent to curing such arrearage, the term of office of any Director elected pursuant to this Section III(C), or his successor, shall automatically terminate, and the authorized number of Directors shall automatically decrease by two, the rights of the holders of the shares of the Series C Preferred Stock to vote as provided in this Section III(C) shall cease, subject to renewal from time to time upon the same terms and conditions, and the holders of shares of the Series C Preferred Stock shall have only the limited voting rights elsewhere herein set forth.

(D) Except as set forth herein, or as otherwise provided by law, holders of Series C Preferred Stock shall have no special voting rights and their consent shall not be required (except to the extent they are entitled to vote with holders of Common Stock as set forth herein) for taking any corporate action.

IV. Certain Restrictions

(A) Whenever quarterly dividends or other dividends or distributions payable on the Series C Preferred Stock as provided in Section II are in arrears, thereafter and until all accrued and unpaid dividends and distributions, whether or not declared, on shares of Series C Preferred Stock outstanding shall have been paid in full, the Corporation shall not:

(i) declare or pay dividends, or make any other distributions, on any shares of stock ranking junior (either as to dividends or upon liquidation, dissolution or winding up) to the Series C Preferred Stock;

(ii) declare or pay dividends, or make any other distributions, on any shares of stock ranking on parity (either as to dividends or upon liquidation, dissolution or winding up) with the Series C Preferred Stock, except dividends paid ratably on the Series C Preferred Stock and all such parity stock on which dividends are payable or in arrears in proportion to the total amounts to which the holders of all such shares are then entitled;

(iii) redeem or purchase or otherwise acquire for consideration shares of any stock ranking junior (either as to dividends or upon liquidation, dissolution or winding up) to the Series C Preferred Stock, provided that the Corporation may at any time redeem, purchase or otherwise acquire shares of any such junior stock in exchange for shares of any stock of the Corporation ranking junior (either as to dividends or upon dissolution, liquidation or winding up) to the Series C Preferred Stock; or

(iv) redeem or purchase or otherwise acquire for consideration any shares of Series C Preferred Stock, or any shares of stock ranking on a parity with the Series C Preferred Stock, except in accordance with a purchase offer made in writing or by publication (as determined by the Board of Directors) to all holders of such shares upon such terms as the Board of Directors, after consideration of the respective annual dividend rates and other relative rights and preferences of the respective series and classes, shall determine in good faith will result in fair and equitable treatment among the respective series or classes.

(B) The Corporation shall not permit any subsidiary of the Corporation to purchase or otherwise acquire for consideration any shares of stock of the Corporation unless the Corporation could, under paragraph (A) of this Section IV, purchase or otherwise acquire such shares at such time and in such manner.

V. Reacquired Shares

Any shares of Series C Preferred Stock purchased or otherwise acquired by the Corporation in any manner whatsoever shall be retired and cancelled promptly after the acquisition thereof. All such shares shall upon their cancellation become authorized but unissued shares of Preferred Stock and may be reissued as part of a new series of Preferred Stock subject to the conditions and restrictions on issuance set forth herein, in the Articles of Organization, in any other Certificate of Vote of Directors creating a series of Preferred Stock or any similar stock or as otherwise required by law.

VI. Liquidation, Dissolution or Winding Up

(A) Upon any liquidation, dissolution or winding up of the Corporation, no distribution shall be made (1) to the holders of shares of stock ranking junior (either as to dividends or upon liquidation, dissolution or winding up) to the Series C Preferred Stock unless, prior thereto, the holders of shares of Series C Preferred Stock shall have received \$1,000 per share, plus an amount equal to accrued and unpaid dividends and distributions thereon, whether or not declared, to the date of such payment, provided that the holders of shares of Series C Preferred Stock shall be entitled to receive an aggregate amount per share, subject to the provision for adjustment hereinafter set forth, equal to 1,000 times the aggregate amount to be distributed per share to holders of shares of Common Stock, or (2) to the holders of shares of

stock ranking on a parity (either as to dividends or upon liquidation, dissolution or winding up) with the Series C Preferred Stock, except distributions made ratably on the Series C Preferred Stock and all such parity stock in proportion to the total amounts to which the holders of all such shares are entitled upon such liquidation, dissolution or winding up.

(B) Neither the consolidation, merger or other business combination of the Corporation with or into any other corporation nor the sale, lease, exchange or conveyance of all or any part of the property, assets or business of the Corporation shall be deemed to be a liquidation, dissolution or winding up of the Corporation for purposes of this Section VI.

(C) In the event the Corporation shall at any time declare or pay any dividend on the Common Stock payable in shares of Common Stock, or effect a subdivision or combination or consolidation of the outstanding shares of Common Stock (by reclassification or otherwise than by payment of a dividend in shares of Common Stock) into a greater or lesser number of shares of Common Stock, then in each such case the aggregate amount to which holders of shares of Series C Preferred Stock were entitled immediately prior to such event under the proviso in clause (1) of paragraph (A) of this Section VI shall be adjusted by multiplying such amount by a fraction the numerator of which is the number of shares of Common Stock outstanding immediately after such event and the denominator of which is the number of shares of Common Stock that were outstanding immediately prior to such event.

VII. Consolidation, Merger, etc.

Notwithstanding anything to the contrary contained herein, in case the Corporation shall enter into any consolidation, merger, combination or other transaction in which the shares of Common Stock are exchanged for or changed into other stock or securities, cash and/or any other property, then in any such case each share of Series C Preferred Stock shall at the same time be similarly exchanged or changed into an amount per share, subject to the provision for adjustment hereinafter set forth, equal to 1,000 times the aggregate amount of stock, securities, cash and/or any other property (payable in kind), as the case may be, into which or for which each share of Common Stock is changed or exchanged. In the event the Corporation shall at any time declare or pay any dividend on the Common Stock payable in shares of Common Stock, or effect a subdivision, combination or consolidation of the outstanding shares of Common Stock (by reclassification or otherwise than by payment of a dividend in shares of Common Stock) into a greater or lesser number of shares of Common Stock, then in each such case the amount set forth in the preceding sentence with respect to the exchange or change of shares of Series C Preferred Stock shall be adjusted by multiplying such amount by a fraction the numerator of which is the number of shares of Common Stock outstanding immediately after such event and the denominator of which is the number of shares of Common Stock that were outstanding immediately prior to such event.

VIII. Redemption

The shares of Series C Preferred Stock shall not be redeemable.

IX. Rank

The Series C Preferred Stock shall rank, with respect to the payment of dividends and the distribution of assets, junior to all series of any other class of the Corporation's Preferred Stock issued either before or after the issuance of the Series C Preferred Stock, unless the terms of any such series shall provide otherwise.

X. Amendment

The Articles of Organization of the Corporation shall not be amended in any manner which would materially alter or change the powers, preference or special rights of the Series C Preferred Stock so as to affect them adversely without the affirmative vote of the holders of at least two-thirds of the outstanding shares of Series C Preferred Stock, voting together as a single series.

XI. Fractional Shares

Series C Preferred Stock may be issued in fractions of a share which are integral multiples of one-thousandth of a share which shall entitle the holder, in proportion to such holder's fractional shares, to exercise voting rights, receive dividends, participate in distributions and have the benefit of all other rights of holders of Series C Preferred Stock.

B, Common Stock. After the requirements with respect to preferential dividends on the Preferred Stock (fixed in accordance with the provisions of paragraph A of this Article 4) shall have been met and after the corporation shall have complied with all the requirements, if any, with respect to the setting aside of sums as sinking funds or redemption or purchase accounts (fixed in accordance with the provisions of paragraph A of this Article 4), then and not otherwise the holders of Common Stock shall be entitled to receive such dividends as may be declared from time to time by the Board of Directors.

After distribution in full of the preferential amount (fixed in accordance with the provisions of paragraph A of this Article 4) to be distributed to the holders of Preferred Stock in the event of voluntary and involuntary liquidation, distribution or sale of assets, dissolution or winding up of this corporation, the holders of the Common Stock shall be entitled to receive all the remaining assets of this corporation, tangible and intangible, of whatever kind available for distribution to the stockholders ratably in proportion to the number of shares of Common Stock held by them respectively.

Except as may otherwise be required by law or the provisions of these Articles, or by the Board of Directors pursuant to authority granted in these Articles, each holder of Common Stock shall have one vote in respect of each share of stock held by him in all matters voted upon by the stockholders.

No holder of shares of the Common Stock shall be entitled as such, as a matter of right, to subscribe for or purchase any part of any new or additional issue of stock of any class whatsoever of the corporation, or of securities authorized, or whether issued for cash or other consideration or by way of dividend.

Article VI

Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or stockholders, or of any class of stockholders.

Meetings of Stockholders may be held within the Commonwealth of Massachusetts or elsewhere in the United States of America to the extent permitted by the By-laws of the Corporation.

The Directors may make, amend, or repeal the By-laws of the Corporation in whole or in part at any meeting of the Directors by vote of a majority of the Directors then in office, except that the provisions thereof fixing the place of the meetings of Stockholders, designating the number necessary to constitute a quorum at meetings of the Stockholders, governing procedure with respect to the removal of Directors, and affording indemnification to Directors or officers may be made, amended, or repealed only by the Stockholders.

The number of Directors which shall constitute the whole Board of Directors shall be such number, not less than three nor more than thirteen, as shall be fixed by vote of the stockholders or the Board of Directors. During the time periods specified in this Article 6, the Board of Directors shall be divided into three classes in respect of term of office, each class to contain, as nearly as possible, one-third of the whole number of the Board. Of the Board of Directors elected at the Annual Meeting of Stockholders in 1975, the members of one class shall serve until the Annual Meeting of Stockholders held in the year following their election, the members of the second class shall serve until the Annual Meeting of Stockholders held two years following their election, and the members of the third class shall serve until the Annual Meeting of Stockholders held three years following their election; provided, however, that in each case Directors shall serve until their successors shall be elected and qualified. At each Annual Meeting of Stockholders, commencing with the Annual Meeting in 1976 through and including the Annual Meeting 1995, the successors of the Directors of the class whose terms expire in that year shall be elected to serve until the Annual Meeting of Stockholders held three years next following (and until their successors shall be duly elected and qualified), so that the term of one class of Directors shall expire in each year. At each Annual Meeting of Stockholders, commencing with the Annual Meeting in 1996, the successors of the Directors whose terms expire in that year shall be elected to serve until the Annual Meeting of Stockholders held in the following year (and until their successors shall be duly elected and qualified), so that, upon the expiration in 1998 of the terms of the Directors elected at the Annual Meeting in 1995, all Directors shall be elected to hold office for a one-year term. A vacancy in the Board of Directors, however occurring, unless and until filled by the stockholders, may be filled by the Directors. The number of the Board of Directors may be increased or decreased and one or more additional Directors elected at any special meeting of the stockholders or by a vote of the Directors then in office. For so long as the Directors are divided into classes in accordance with the terms of this Article 6, Directors who are elected to fill vacancies, whether or not created by an enlargement of the Board, shall be apportioned among the classes so as to make all classes as nearly equal in number as possible. Directors who are elected to fill vacancies, whether or not created by an enlargement of the Board, shall serve until the expiration of the term of his or her predecessor

and until his or her successor is duly elected and qualified. No decrease in the number of the Board of Directors shall shorten the term of any incumbent Directors.

A Director may be removed from office (a) with or without cause, by vote of two-thirds of the stock outstanding and entitled to vote in the election of Directors, provided that the Directors of a class elected by a particular class of stockholders may be removed only by the vote of two-thirds of the shares of such class which are outstanding and entitled to vote or (b) for cause by vote of a majority of the Directors then in office. A Directors may be removed for cause only after reasonable notice and opportunity to be heard before the body proposing to remove him.

To the fullest extent permitted by Chapter 156B of the Massachusetts General Laws, as it exists or may be amended, a Director of this Corporation shall not be personally liable to the Corporation or its stockholders for monetary damages for breach of fiduciary duty as a Director, notwithstanding any provision of law imposing such liability.

Revvity Proprietary Information

Article VIII (b)

	NAME	ADDRESS
President	Gregory L. Summe	466 Glenn Rd. Weston, MA 02493
Treasurer	Robert F. Friel	16 Longmeadow Drive Westwood, MA 02090
Clerk / Vice President	Terrance L. Carlson	Cronin's Landing 25 Crescent Street Apt. 527 Waltham, MA 02154
Asst. Clerk	John L. Healy	50 Rolling Meadow Drive Holliston, MA 01746
Directors	Tamara J. Erickson	886 Lowell Street Carlisle, MA 01741
	Dr. Kent F. Hansen	780 Boylston, Apt. 17H Boston, MA 02199
	John F. Keane	55 Black Horse Lane Cohasset, MA 02025
	Nicholas A. Lopardo	62 Boren Lane Boxford, MA 01921
	Michael C. Ruettgers	453 Bedford Rd. Carlisle, MA 01741
	Gregory L. Summe	466 Glen Rd. Weston, MA 02493
	Gabriel Schmergel	15 Lowell Rd. Wellesley, MA 02481
	Kenton J. Sicchitano	25 Hundreds Circle Wellesley Hills, MA 02481
	G. Robert Tod	116 Estabrook Rd. Concord, MA 01742

ARTICLE VII

The effective date of the restated Articles of Organization of the corporation shall be the date approved and filed by the Secretary of the Commonwealth. If a later effective date is desired, specify such date which shall not be more than *thirty* days after the date of filing.

ARTICLE VIII

The information contained in Article VIII is not a permanent part of the Articles of Organization.

a. The Street address (post office boxes are not acceptable) of the principal office of the corporation in *Massachusetts* is:
45 William Street, Wellesley, MA 02481

b. The name residential address and post office address of each director and officer of the corporation is as follows:

	NAME	RESIDENTIAL ADDRESS	POST OFFICE ADDRESS
--	------	---------------------	---------------------

President:

Treasurer: See Attached Article VIII (b)

Clerk:

Directors:

. The fiscal year (i.e., tax year) of the corporation shall end on the last day of the Sunday closest to December 31

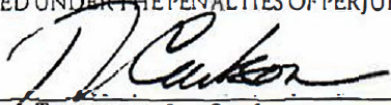
. The name and business address of the resident agent, if any, of the corporation is:

CT Corporation
101 Federal Street, Boston, MA 02110

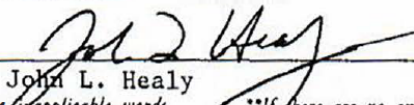
We further certify that the foregoing Restated Articles of Organization affect no amendments to *the* Articles of Organization the corporation as heretofore amended, except amendments to the following articles. Briefly describe amendments below:

None

SIGNED UNDER THE PENALTIES OF PERJURY, this 28th day of June, 2001


Terrance L. Carlson

~~President~~ *Vice President.


John L. Healy

~~Clerk~~ *Assistant Clerk.

Delete the applicable words.

***If there are no amendments, state 'None'.*

MA007 - 12/26/00 C.T. System Online

#117805

SECRETARY OF THE
COMMONWEALTH
01 JUN 29 AMN:54
CORPORATION DIVISION

759584

THE COMMONWEALTH OF MASSACHUSETTS

RESTATED ARTICLES OF ORGANIZATION

(General Laws, Chapter 156B, Section 74)

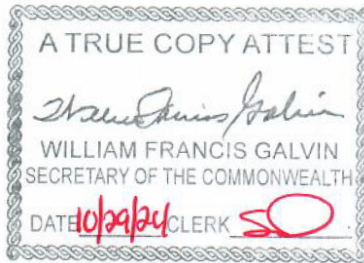
I hereby approve the within Restated Articles of Organization and, the filing fee in the amount of \$ 200 having been paid, said articles are deemed to have been filed with me this 29th day of June, 2001.

Effective date: _____



WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth



TO BE FILLED IN BY CORPORATION

Photocopy of document to be sent to:

Hal J. Leibowitz, Esq. c/o Hale and Dorr LLP

60 State Street

Boston MA 02109

Telephone: 617-526-6000

42052042

Articles of Amendment

(General Laws Chapter 156D, Section 10.06; 950 CMR 113.34)

PerkinElmer, Inc., having a registered office at 155 Federal Street, Boston, Massachusetts 02110, certifies as follows:

FIRST, Article VI of the Restated Articles of Organization of the corporation are amended by this Amendment.

SECOND, this Amendment was duly adopted and approved on January 24, 2007 by the board of directors and the shareholders in the manner required by law and the Articles of Organization.

THIRD, the specific text of the amendments effected by this Amendment is as follows:

Article VI is amended to add the following at the end thereof:

The By-laws of this Corporation may, but are not required to, provide that in a meeting of stockholders other than a Contested Election Meeting (as defined below), a nominee for director shall be elected to the Board of Directors only if the votes cast for such nominee's election exceed the votes cast against such nominee's election. In a Contested Election Meeting, directors shall be elected by a plurality of the votes cast at such Contested Election Meeting. A meeting of stockholders shall be a "Contested Election Meeting" if, as of the day immediately preceding the date of this Corporation's first notice to stockholders of such meeting sent pursuant to Section 4 of Article 1 of this Corporation's By-laws, as such date is stated in such notice, either (i) there is any person nominated for election as a director at such meeting who was not nominated for election as a director by the Board of Directors, and such nomination other than by the Board of Directors has not been withdrawn, or (ii) there are more persons nominated for election as directors at such meeting than there are directors to be elected at such meeting.

FOURTH, this Amendment does not authorize an exchange or effect a reclassification or cancellation of issued shares of the corporation.

FIFTH, this Amendment does not change the number of shares or par value (if any) of any type, or designate a class or series, of stock, or change a designation of any class or series of stock.

of any type,
s of stock
APR 26 PM 3:42
DIVISION

The foregoing amendments will become effective at the time and on the date when these Articles of Amendment are approved by the Division.

Signed by:  Vice President

(Please check appropriate box)

- Chairman of the board of directors,
- President,
- Other officer,
- Court-appointed fiduciary,

on this 26th day of April, 2007.

William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

Articles of Amendment
(General Laws Chapter 156D, Section 10.06; 950 CMR 113.34)

I hereby certify that upon examination of these articles of amendment, it appears that the provisions of the General Laws relative thereto have been complied with, and the filing fee in the amount of \$ 100 having been paid, said articles are deemed to have been filed with me this 20th day of April, 2007, at 3:40 a.m./p.m. time

Effective date: _____
(must be within 90 days of date submitted)



Secretary of the Commonwealth

Filing fee: Minimum filing fee \$100 per article amended, stock increases \$100 per 100,000 shares, plus \$100 for each additional 100,000 shares or any fraction thereof.



Examiner



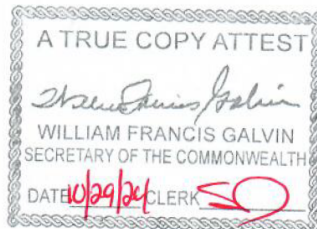
Name approval

TO BE FILLED IN BY CORPORATION
Contact Information:

Telephone: _____
Email: _____

Upon filing, a copy of this filing will be available at www.sec.state.ma.us/cor. If the document is rejected, a copy of the rejection sheet and rejected document will be available in the rejected queue.

1017093
APR 26 PM 3:46



Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

Articles of Amendment (General Laws Chapter 156D, Section 10.06; 950 CMR 113.34)

(1) Exact name of corporation: PerkinElmer, Inc.

(2) Registered office address: 155 Federal Street, Boston, Massachusetts 02110
(number, street, city or town, state, zip code)

(3) These articles of amendment affect article(s): I
(specify the number(s) of article(s) being amended (I-VI))

(4) Date adopted: April 25, 2023
(month, day, year)

(5) Approved by:

(check appropriate box)

- the incorporators.
- the board of directors without shareholder approval and shareholder approval was not required.
- the board of directors and the shareholders in the manner required by law and the articles of organization.

(6) State the article number and the text of the amendment. Unless contained in the text of the amendment, state the provisions for implementing the exchange, reclassification or cancellation of issued shares.

ARTICLE I

The name of the corporation is:

Revvity, Inc.

P.C.

Revvity Proprietary Information

4/26/2023 10:38:09 AM From: To: 6176243891(3/4)

To change the number of shares and the par value, * if any, of any type, or to designate a class or series, of stock, or change a designation of class or series of stock, which the corporation is authorized to issue, complete the following:

Total authorized prior to amendment:

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE

Total authorized after amendment:

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE

(7) The amendment shall be effective at the time and on the date approved by the Division, unless a later effective date not more than 90 days from the date and time of filing is specified: _____

**G.L. Chapter 156D eliminates the concept of par value, however a corporation may specify par value in Article III. See G.L. Chapter 156D, Section 6.21, and the comments relative thereto.*

4/26/2023 10:38:09 AM From: To: 6176243891 (4/4)

Signed by: /s/ Joel S. Goldberg

(signature of authorized individual)

- Chairman of the board of directors,
- President,
- Other officer,
- Court-appointed fiduciary,

on this 26th day of April, 2023.

MA SOC Filing Number: 202395129010 Date: 4/26/2023 10:40:00 AM

THE COMMONWEALTH OF MASSACHUSETTS

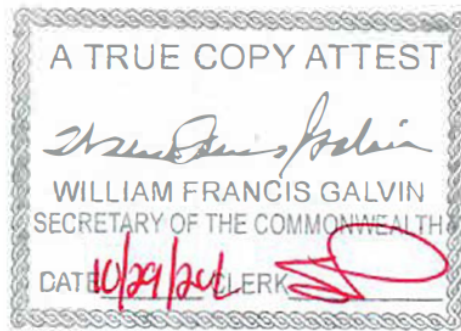
I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are deemed to have been filed with me on:

April 26, 2023 10:40 AM



WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth



**D
PC** The Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

**Statement of Change of Supplemental Information Contained in Article
VIII of Articles of Organization
(General Laws Chapter 156D, Section 2.02 and Section 8.45; 950 CMR 113.17)**

- (1) Exact name of the corporation: Revvity Inc.
.....
- (2) Current registered office Address: 155 FEDERAL ST., SUITE 700 BOSTON, MA 02110
.....
- (3) The following Supplemental information has changed:

(check appropriate box)

Names and addresses of the directors, president, treasurer and secretary (an address need not be specified if the business address of the officer or director is the same as the principal office location):

President: Please see attached

Treasurer:

Secretary:

Director(s):

Fiscal year end:

(month, day)

Principal office address: 77 4th Avenue, Waltham, Massachusetts 02451-7567

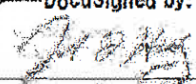
(number, street, city or town, state, zip code)

Type of business in which the corporation intends to engage:
.....

Other:
.....

This certificate is effective at the time and on the date approved by the Division, unless a later effective date not more than 90 days from the date of filing is specified:

P.C.

DocuSigned by:

1B981015E6204B7

Signed by:

(signature authorized individual) John L. Healy, Assistant Secretary

- Chairman of the board of directors,
- President,
- Other officer,
- Court-appointed fiduciary,

on this 28th..... day of October....., 2024.....

DocuSign Envelope ID: 4D03FC25-0944 D56-A2E2-B9FF09DB71C4

Revvity, Inc.
Identification Number: 042052042

**Massachusetts Statement of Change of Supplemental Information
Contained in Article VIII of Articles of Organization
Attachment**

Section (3) cont.

Names and addresses of the directors, president, treasurer and secretary

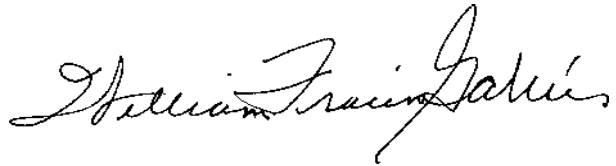
Position	Name	Address	City	State	Zip
President , Chief Executive Officer and Director	Prahlad R. Singh, PhD	77 4th Avenue	Waltham	Massachusetts	02451-7567
Senior Vice President, Administration, General Counsel and Secretary	Joel S. Goldberg	77 4th Avenue	Waltham	Massachusetts	02451-7567
Treasurer	Scott Bermudez	77 4th Avenue	Waltham	Massachusetts	02451-7567
Vice President and Controller	Anita Gonzales	77 4th Avenue	Waltham	Massachusetts	02451-7567
Assistant Secretary	John L. Healy	77 4th Avenue	Waltham	Massachusetts	02451-7567
Senior Vice President and Chief Financial Officer	Maxwell Krakowiak	77 4th Avenue	Waltham	Massachusetts	02451-7567
Senior Vice President and Chief Commercial Officer	Miriame Victor	77 4th Avenue	Waltham	Massachusetts	02451-7567
Senior Vice President, Global Operations	Tajinder S. Vohra	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Peter Barrett, PhD	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Samuel R. Chapin	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Michael A. Klobuchar	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Michelle McMurry-Heath, MD, PhD	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Alexis P. Michas	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Sophie V. Vandebroek, PhD	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Michel Vounatsos	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Frank Whitney, PhD	77 4th Avenue	Waltham	Massachusetts	02451-7567
Director	Pascale Witz	77 4th Avenue	Waltham	Massachusetts	02451-7567

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said

articles are deemed to have been filed with me on:

October 29, 2024, 02:12 PM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive style with a large, prominent initial "W".

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

CERTIFICATION

I, Prahlad Singh, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of Revvity, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 6, 2024

/s/ PRAHLAD SINGH, PhD

Prahlad Singh, PhD
President and Chief Executive Officer

CERTIFICATION

I, Maxwell Krakowiak, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of Revvity, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 6, 2024

/s/ MAXWELL KRAKOWIAK

Maxwell Krakowiak
Senior Vice President and Chief Financial Officer

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Quarterly Report on Form 10-Q of Revvity, Inc. (the "Company") for the period ended September 29, 2024 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), the undersigned, Prahlad Singh, President and Chief Executive Officer of the Company, and Maxwell Krakowiak, Senior Vice President and Chief Financial Officer of the Company, each hereby certifies, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

(1) Based on my knowledge, the Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

(2) Based on my knowledge, the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Dated: November 6, 2024

/s/ PRAHLAD SINGH, PhD

**Prahlad Singh, PhD
President and Chief Executive Officer**

Dated: November 6, 2024

/s/ MAXWELL KRAKOWIAK

**Maxwell Krakowiak
Senior Vice President and Chief Financial Officer**