



# Investor and Analyst Day

June 24, 2021

**8:30 –  
10:30 AM**

**Welcome &  
PerkinElmer Overview**

Prahlad Singh, *President and Chief Executive Officer*

**Technology &  
Innovation**

Gintas Vildzius, *Senior Vice President, Research & Development*  
Karen Madden, *Senior Vice President, Chief Innovation Officer*

**Commercial  
Execution**

Miriame Victor, *Senior Vice President, Chief Commercial Officer*

**Discovery &  
Analytical Solutions**

Alan Fletcher, *Senior Vice President, Life Sciences*

**Diagnostics**

Amar Kamath, *Vice President, Diagnostics*

**Operational Excellence  
& Financial Update**

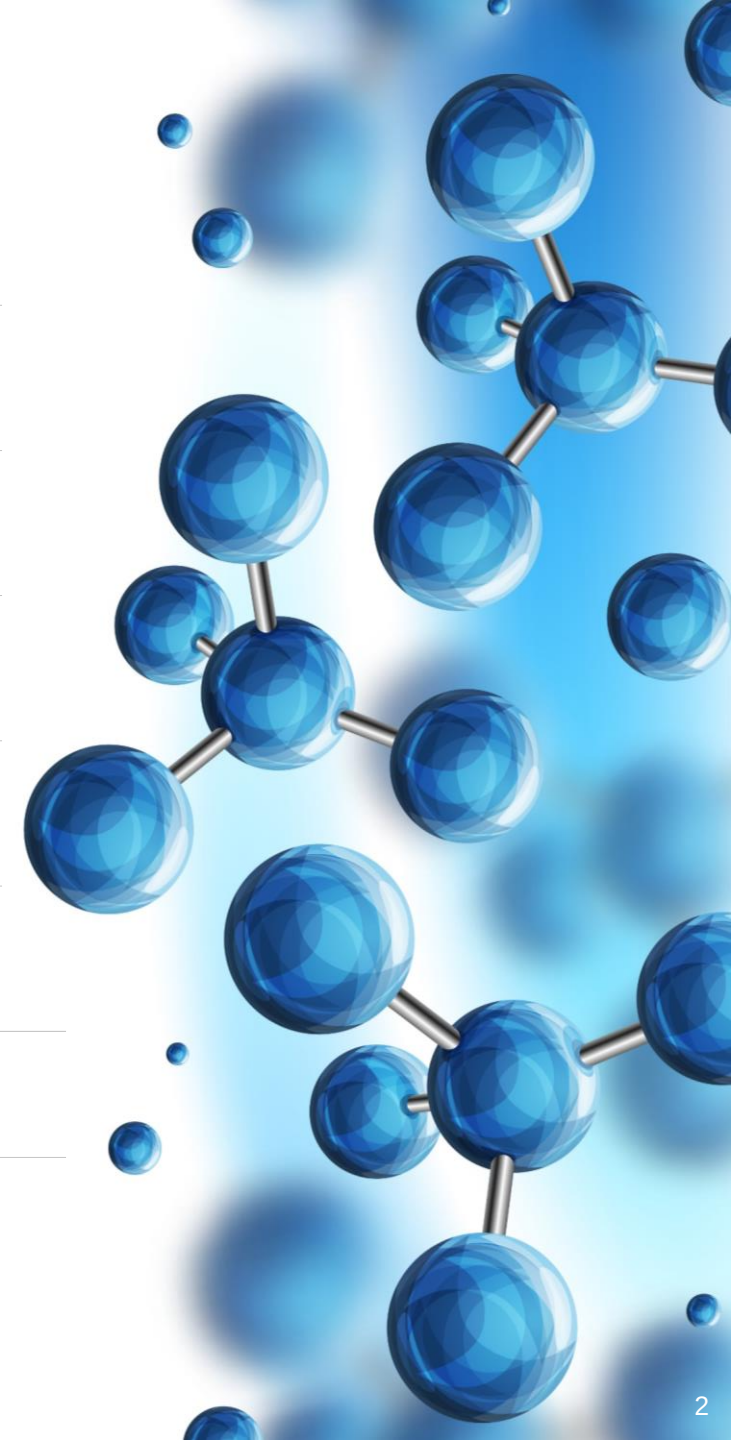
Jamey Mock, *Senior Vice President, Chief Financial Officer*

**10:30 –  
10:45 AM**

**BREAK**

**10:45 –  
11:30 AM**

**Q&A Session**



# SAFE HARBOR

This presentation contains "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995, including, but not limited to, statements relating to estimates and projections of future earnings per share, cash flow and revenue growth and other financial results, developments relating to our customers and end-markets, and plans concerning business development opportunities, acquisitions and divestitures. Words such as "believes," "intends," "anticipates," "plans," "expects," "projects," "forecasts," "will" and similar expressions, and references to guidance, are intended to identify forward-looking statements. Such statements are based on management's current assumptions and expectations and no assurances can be given that our assumptions or expectations will prove to be correct. A number of important risk factors could cause actual results to differ materially from the results described, implied or projected in any forward-looking statements. A detailed description of these risk factors can be found under the caption "Risk Factors" in our most recent quarterly report on Form 10-Q and in our other filings with the Securities and Exchange Commission. We disclaim any intention or obligation to update any forward-looking statements as a result of developments occurring after the date of this presentation.

In addition to financial measures prepared in accordance with generally accepted accounting principles (GAAP), this presentation also contains non-GAAP financial measures. A reconciliation of these measures to the most directly comparable GAAP measures is included in the embedded [hyperlink](#) and is available on the "Investor Events" section of our website at [ir.perkinelmer.com](http://ir.perkinelmer.com).



**PerkinElmer<sup>®</sup>**

*For the Better*

# WHAT YOU'LL HEAR TODAY

## Overview and *Our People*



*Prahlad  
Singh*

## Operational *Excellence* and Financial Update



*Jamey Mock*

## Technology and *Innovation*



*Gintas Vildzius  
and  
Karen Madden*

## Portfolio and *End Markets*



*Alan Fletcher  
and  
Amar Kamath*

## *Commercial* Execution



*Miriame Victor*

# WHO WE ARE

## OUR MISSION

# INNOVATING

*for a  
healthier*

**WORLD**



**Diagnostics**

Passionate about **saving and transforming** patients' lives



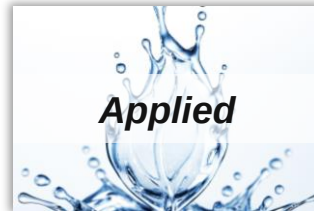
**Life Sciences**

**Focused on accelerating pre-clinical discoveries and enabling customers to deliver safe and effective therapies**



**Food**

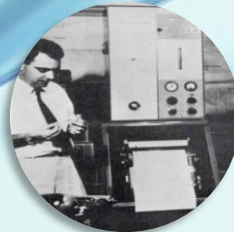
**Dedicated to ensuring the highest quality product and keeping the consumer safe**



**Applied**

Energized by empowering a **cleaner and safer environment**

# 80+ YEARS OF INNOVATING FOR A BETTER TOMORROW



# How We Win

**LEADING  
WITH  
SCIENCE**

**>3,500**  
REGULATORY  
APPROVALS\*

**>500**  
SCIENTIFIC  
PUBLICATIONS\*



**STRONG BRANDS  
AND BEST-IN-CLASS  
SOLUTIONS**



**LARGE AND  
GROWING  
INSTALLED BASE**



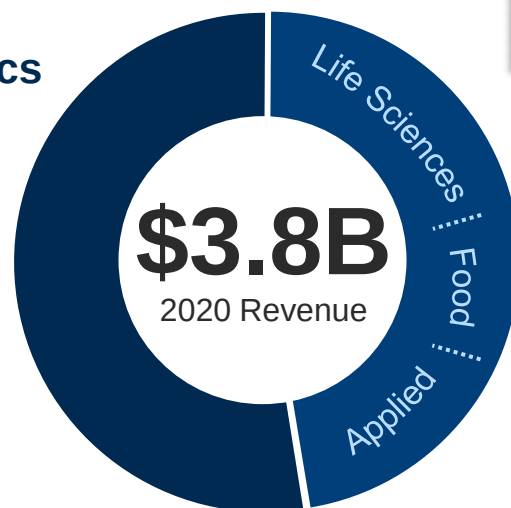
**EXPANSIVE  
GLOBAL REACH**



\* Since 2016

# WHO WE ARE: NEW PKI

Diagnostics  
(Dx)



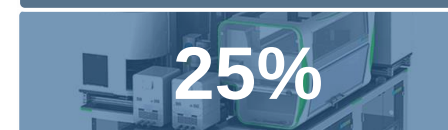
**+15%**  
increase to LS/Dx mix

Discovery  
& Analytical  
Solutions  
(DAS)

**+15%**  
recurring revenue



CONSUMABLES  
SERVICES  
SOFTWARE



INSTRUMENTS

**+10%**  
global revenue



AMERICAS



EUROPE



APAC

Select Portfolio Additions

**~\$3.4B**  
deployed capital\*

**horizon**  
INSPIRED CELL SOLUTIONS

Oxford  
Immunotec

**OMNI**  
International

美正集团  
MEIZHENG GROUP

**Tulip**  
Group

**ids**  
immunodiagnostic systems

**vanadis**  
diagnostics

**EUROIMMUN**

**Nexcelom**  
Bioscience

**SIRION**  
BIOTECH

**cisbio**  
INTERACTION IS EVERYTHING

\* Includes Nexcelom Bioscience, Sirion Biotech, and IDS acquisitions

Key: **vs 2015**

# OUR LATEST ADDITIONS



**T-Cell  
Expertise**

**ChLIA  
Automation**

**Specialty  
Dx Menu**

**Molecular  
Sample  
Prep**

**Cell &  
Gene  
Therapy**

**Cell  
Counting &  
Analysis**

**Base  
Editing**

**Viral  
Vectors**

**\$300M** annualized revenue in fast-growing LS and Dx end markets

# OUR PEOPLE ARE OUR GREATEST STRENGTH



***STRONGER  
TOGETHER***

**14K**

EMPLOYEES



# DISTRIBUTED AND DIVERSE TEAM

14,000 PEOPLE SPANNING ~40 COUNTRIES



# ENGAGED WITH SHARED CORE VALUES



US BEFORE ME  
**WE ARE A TEAM**



PASSION FOR  
**PEOPLE**



BETTER **CUSTOMER**  
SOLUTIONS TODAY



DO THE **RIGHT THING**  
ALWAYS



TAKE **OWNERSHIP** AND  
GET IT DONE

- ✓ CREATED, DEFINED, AND REFINED BY  
PKI's **TOP 300 LEADERS**
- ✓ **UNDERScores TEAM PASSION** AS  
CORNERSTONE OF COMPANY CULTURE
- ✓ **PROGRESSING AND TRACKING**  
**EMPLOYEE SATISFACTION**

PerkinElmer®  
*For the Better*

# CONTINUED INVESTMENT IN TALENT



Added Global Head of  
**DIVERSITY & INCLUSION**



Launched  
**PKI ACADEMY**



Invested in  
**LEARNING & COACHING**



Refreshed  
**GLOBAL TALENT REVIEW** Program

Accelerated Investment  
in Talent by **50%** in 2020

## External Partners



# ENTREPRENEURIAL SPIRIT GROWING THROUGH ACQUISITIONS

**26**  
**ACQUISITIONS**  
SINCE 2015\*

**>5,000**  
TOTAL EMPLOYEES  
ADDED

**>10%**  
ANNUAL GROWTH

**~20%**  
OF 2019 REVENUE

Retained **~75% OF THE FOUNDERS AND SENIOR LEADERSHIP** teams across all acquisitions



\* Excludes Sirion Biotech and IDS, as both deals have not closed



# SUSTAINABILITY & STEWARDSHIP (ESG)

## Corporate Social Responsibility

Saving the lives of **more than 70 babies per day** on average

Seeded **\$10M charitable foundation** for company-wide employee donation matching

Removed **3 tons of trash** from rivers, beaches, and parks

Testing **289B gallons of water** annually to provide safe drinking water to more than **1B people**

## Environmental | Social | Governance

### EMISSIONS

Reach **net carbon neutrality** by 2040 and **30% reduction of Scope 1 & 2 emissions** by 2030 (vs. 2019)

### WASTE

Achieve **15% reduction in non-hazardous / non-recyclable waste** going to landfills by 2025 (vs. 2019)

### DIVERSITY

Increase female representation in **leadership positions to 40%** by 2025

### TALENT MANAGEMENT

Consistent **employee satisfaction >75%** and reduce **voluntary turnover to <10%**



# WHAT YOU'LL HEAR TODAY: *THE NEW PERKINELMER*

***Positioned for  
Greater Success  
& Value Creation***

***Leading LS and  
Dx Franchise***

***Reinvigorated  
Innovation***

***Inspired,  
Entrepreneurial  
Workforce***



**INNOVATIVE SOLUTIONS**



**COMMERCIAL EXECUTION**



**PORTFOLIO STRATEGIES**



**OPERATIONAL EXCELLENCE**

enhanced  
by

reinforcing  
our

supported  
through

**Stronger, higher-growth company**



# TECHNOLOGY & INNOVATION

Gintas Vildzius, Senior Vice President, Research & Development

Karen Madden, Senior Vice President, Chief Innovation Officer



# ACCELERATING PERKINELMER'S GLOBAL IMPACT

*Relentlessly CURIOUS*

*COMPASSIONATELY Driven*

**INNOVATING SOLUTIONS FOR  
A BETTER TOMORROW**



# INNOVATING SOLUTIONS FOR A BETTER TOMORROW



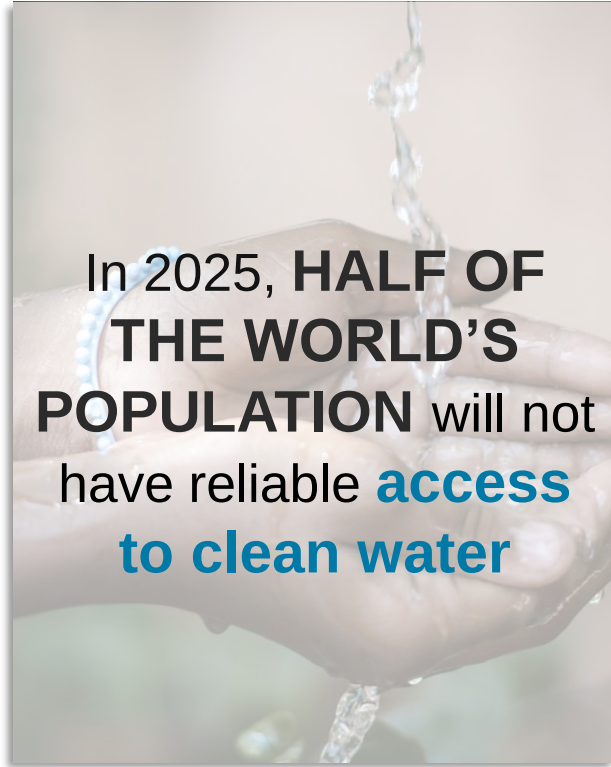
Globally, over  
**8 MILLION DEATHS**  
ANNUALLY from  
**INFECTIOUS**  
**DISEASE**



**>360,000**  
**REGISTERED**  
**CLINICAL TRIALS,**  
up from ~100,000  
in 2010



By 2050, there will be  
**2 BILLION**  
more people to feed,  
doubling demand  
for food vs. 2010



In 2025, **HALF OF**  
**THE WORLD'S**  
**POPULATION** will not  
have reliable **access**  
**to clean water**

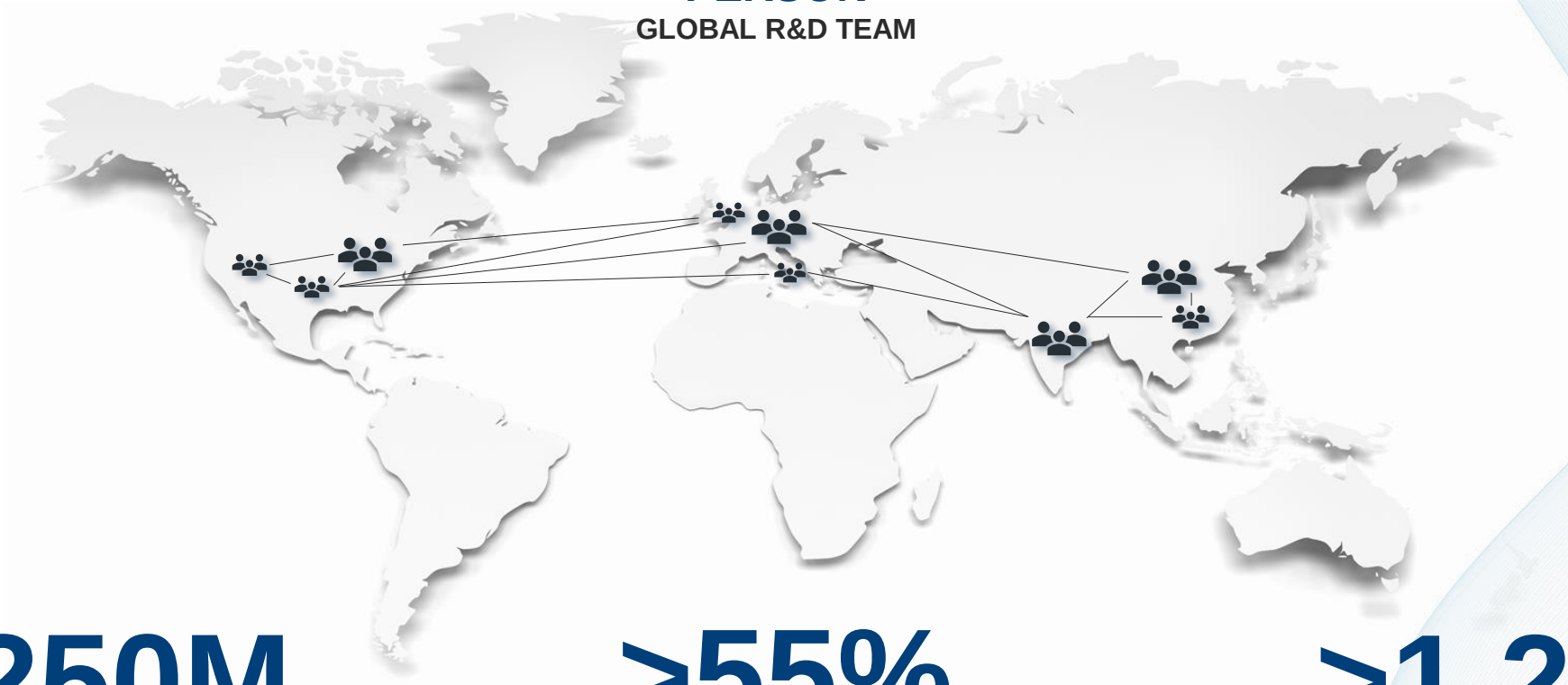
RAPIDLY GROWING NEEDS FOR OUR **1,800+** INNOVATORS ACROSS THE GLOBE

## WHO WE ARE: GLOBAL TEAM

**1,800+**

PERSON

GLOBAL R&D TEAM



**>\$250M**

Annual R&D Spend

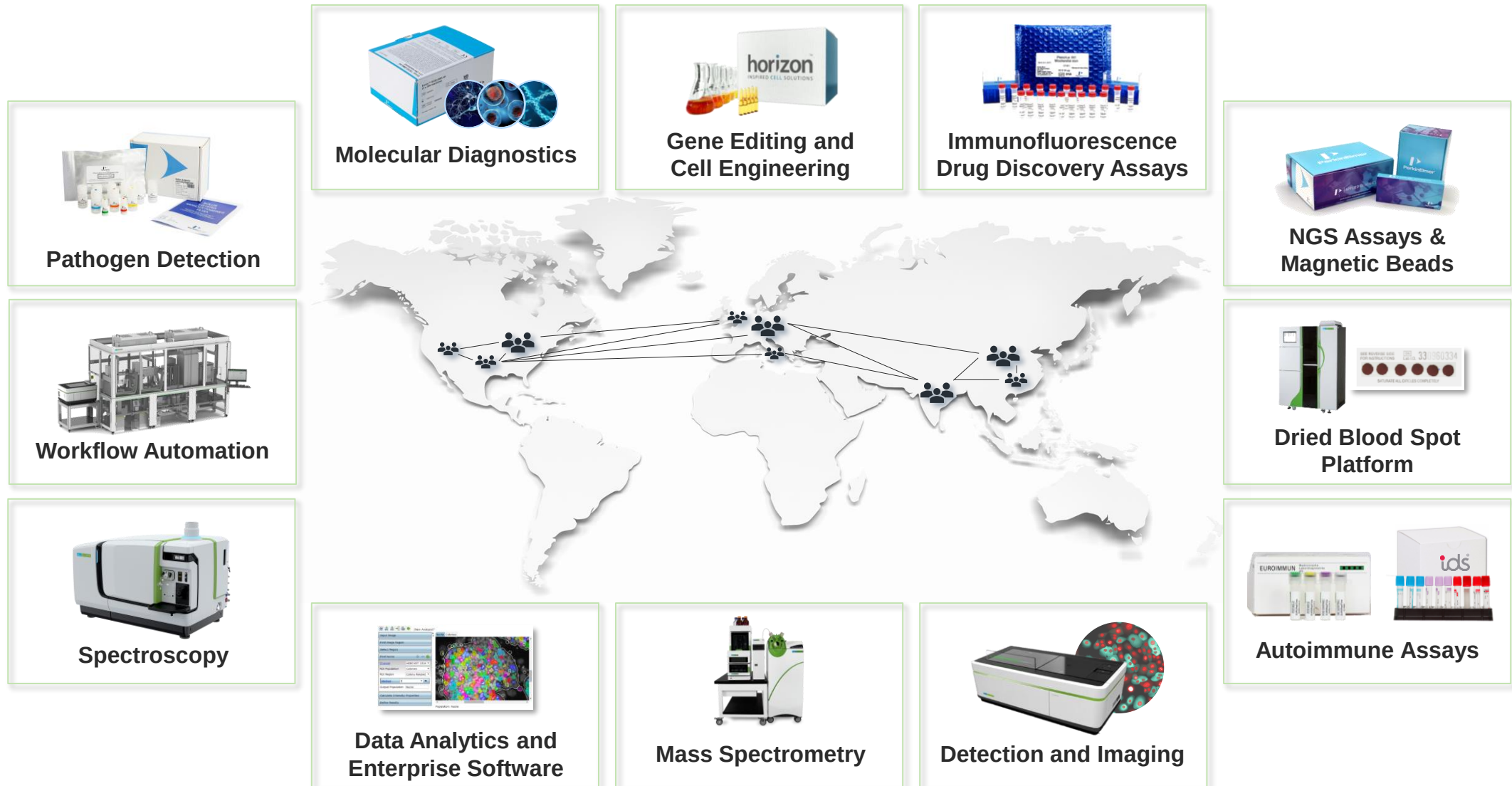
**>55%**

PhDs/Masters

**>1,200**

Issued Patents in the Past 3 Years

# WHO WE ARE: GLOBAL CAPABILITIES



# WORLD-CLASS INNOVATIONS LAUNCHED IN 2020



## COVID-19 RT-PCR Kit



**LOWEST  
LIMIT OF DETECTION**

**FAST COMPANY**

*Awarded "2021 World Changing Ideas"*



## Opera Phenix® Plus



**10 MILLISECOND  
FRAME RATE**



*Nominated for the  
"Scientists' Choice  
Awards"*



## NexION® 5000



**PART PER TRILLION  
DETECTION**

**Wiley  
Analytical  
Science  
Award**

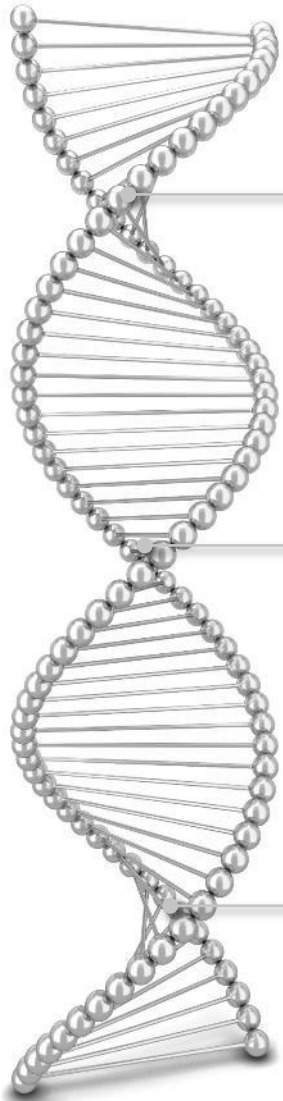
*2021 Winner*



**Analytical Scientist  
INNOVATION  
AWARDS**

*2020 Winner*

# OUR INNOVATION DNA



1

## BREADTH & DEPTH

- ✓ Technical experts ***rapidly flex*** across segments
- ✓ PKI & partner ***ecosystem*** enables solution offerings



2

## CUSTOMER-DRIVEN INNOVATION

- ✓ Partnering with ***customers on outcomes*** to drive value creation
- ✓ ***Thought leader*** in scientific problem-solving



3

## GLOBAL AGILITY

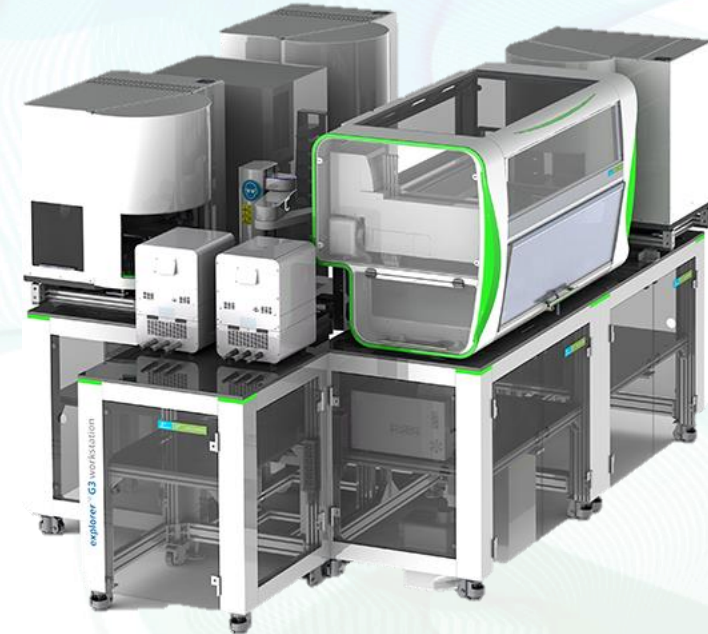
- ✓ ***Nimble*** portfolio & program prioritizations
- ✓ Process ***simplification***, reducing time-to-market by ~20%

1

## BREADTH & DEPTH

Novel Solution  
for Infectious  
Disease

- ✓ End-to-end automated workstation
- ✓ Flexibility to scale up to 10K samples / day (best-in-class throughput)
- ✓ Modular system



**explorer™ Workstation**  
**for SARS-CoV-2 RT-PCR**

**Developed by cross-functional teams across the globe**

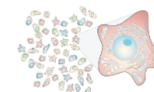
## CUSTOMER-DRIVEN INNOVATION

## Cell and Computational Biology Expertise

- ✓ Complements our best-in-class High Content Screening portfolio
- ✓ Advances understanding of disease and development of more targeted therapies
- ✓ Unique solution



**Developed in collaboration with key customers:**



JUMP-Cell Painting Consortium  
Joint Undertaking in Morphological Profiling

3

## GLOBAL AGILITY

Extending our  
Core Right-to-Win

- ✓ Leveraged local expertise in India to accelerate time-to-market
- ✓ Features flexible and durable benchtop design
- ✓ Primed for global expansion into adjacent food and beverage markets



**IndiScope™**  
*for Whole Milk Food Safety &  
Nutritional Analysis*

Strong response from market: **>1,250 instrument orders** year to date

# SUMMARY

*Relentlessly  
CURIOUS*

*COMPASSIONATELY  
Driven*



**INNOVATING SOLUTIONS FOR A  
BETTER TOMORROW**

## OUR INNOVATION DNA

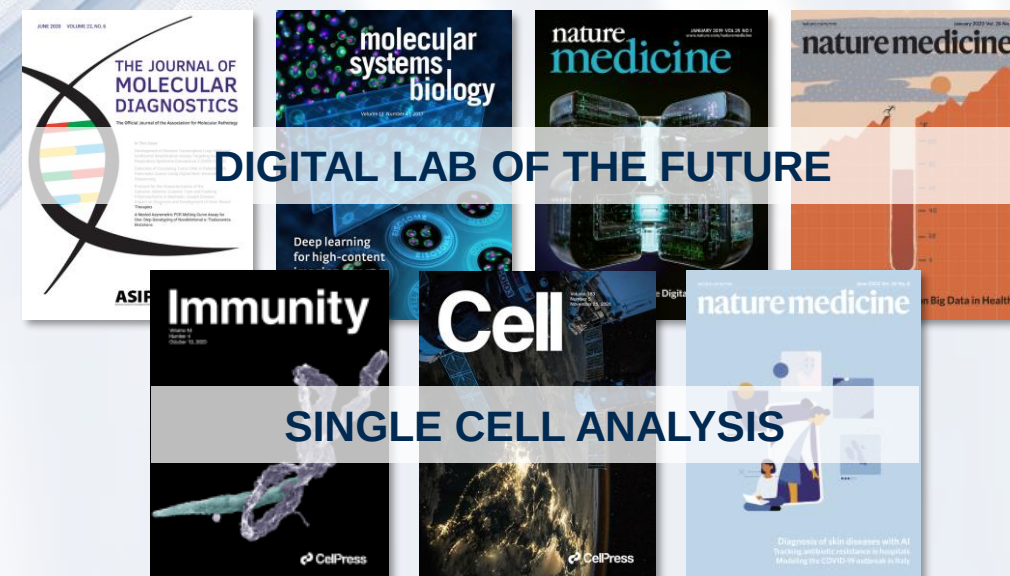
- 1 BREADTH & DEPTH**
- 2 CUSTOMER-DRIVEN INNOVATION**
- 3 GLOBAL AGILITY**

# OUR CORE ENABLES *EXPANSION* AND *EXPLORATION*



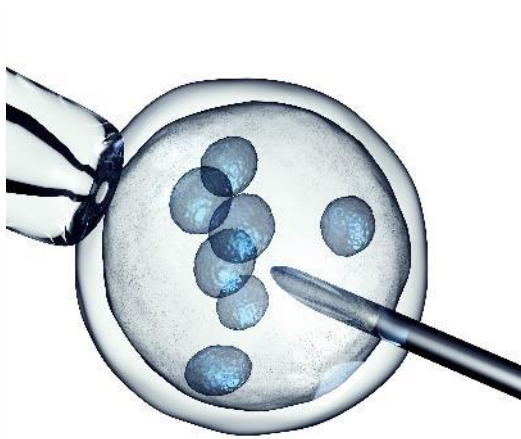
EXPLORE

EXPAND



OUR  
CORE

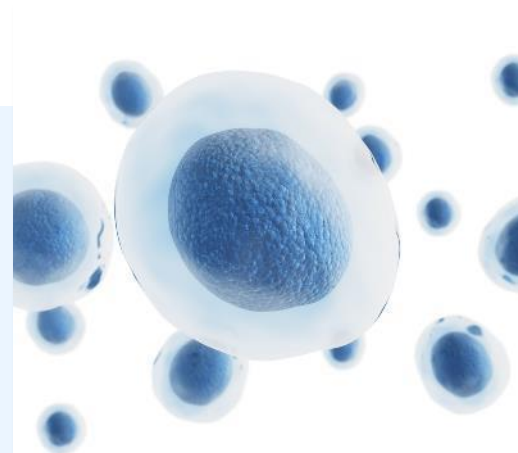
# FUTURE GROWTH ACCELERATORS



**CELL, GENE &  
BIOLOGICAL  
THERAPIES**



**DECENTRALIZED  
TESTING**

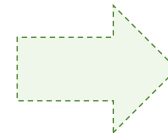


**SINGLE CELL  
ANALYSIS**

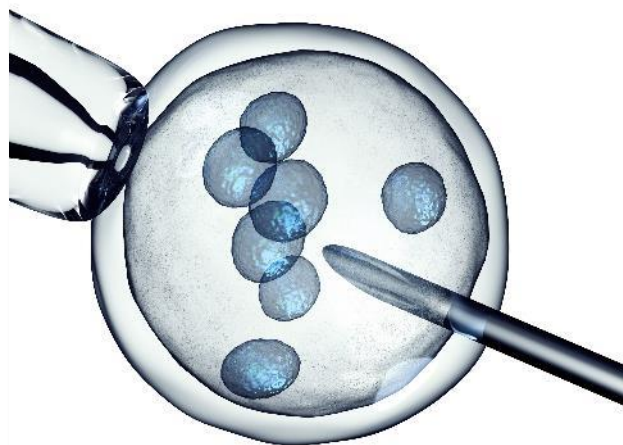


**DIGITAL LAB OF  
THE FUTURE**

New Capabilities add **\$10B** of  
Total Addressable Market by 2025



Growing at **>20%** over the  
next 5 years



## CELL, GENE & BIOLOGICAL THERAPIES

## GENE EDITING & CRISPR TOOLS

TheScientist  
**TOP 10**  
INNOVATIONS

**horizon**  
INSPIRED CELL SOLUTIONS

*Awarded 6 out of last 8 years*



## NEXT GEN BIOSENSOR PLATFORM

## Pin-point™ BASE EDITING



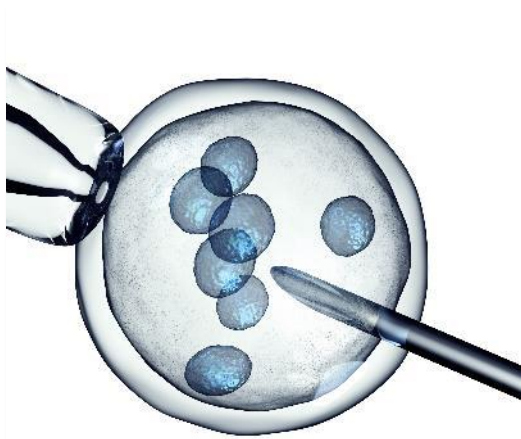
**RUTGERS**



**Carterra® LSA™**



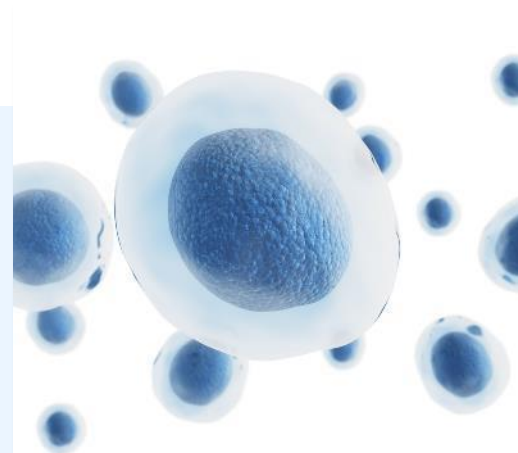
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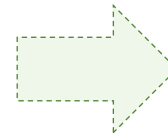


**SINGLE CELL  
ANALYSIS**



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## DECENTRALIZED TESTING

### NOVEL POC DIAGNOSTICS

INCLUDING CUTTING-  
EDGE SENSOR  
TECHNOLOGY

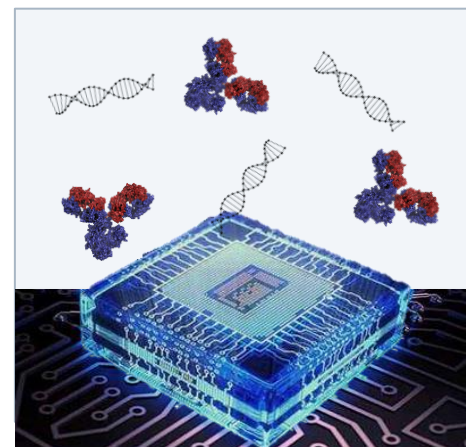


**RONIA™**  
Women's Health

**Upconverting  
nanoparticles**  
to increase sensitivity  
of lateral flow



**Digitally-  
enabled**



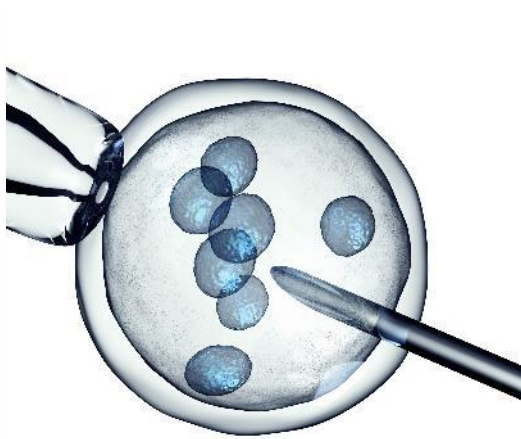
**BETTER DETECTION**  
***FASTER***

- ✓ **Highly sensitive**
- ✓ **Real-time**
- ✓ **Multiplex**



Remote lab monitoring through **PKeye™ technology**

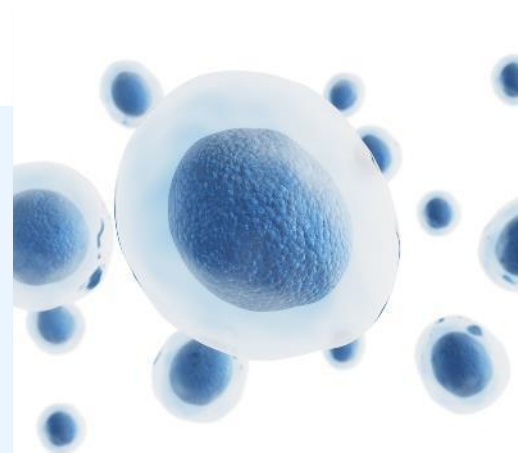
# FUTURE GROWTH ACCELERATORS



**CELL, GENE &  
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THERAPIES**



**DECENTRALIZED  
TESTING**

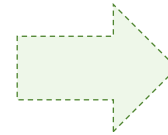


**SINGLE CELL  
ANALYSIS**



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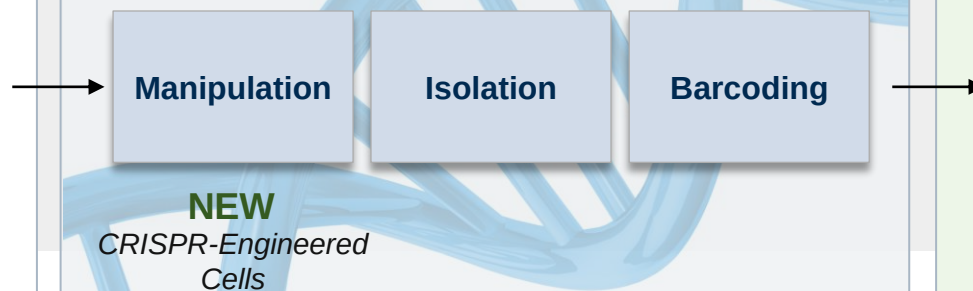


## SAMPLE PREP

Cultured Cells  
Blood  
Solid Tissue  
Aspirates

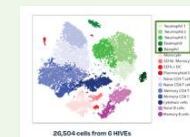


## SINGLE CELL ANALYSIS



## RESULT

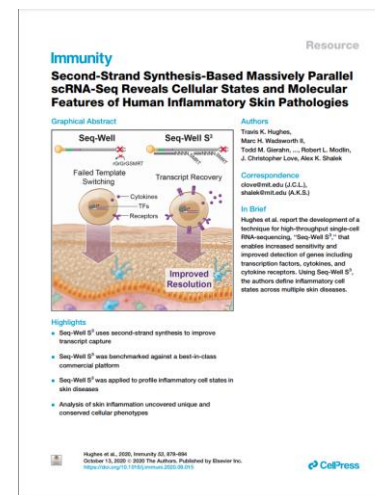
## Detection and Data Analysis



## Cell Counting & Analysis Workflow Tools



## Single Cell Storage & Analysis



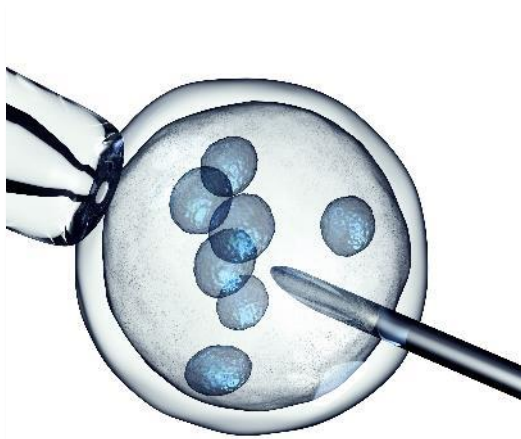
## NGS Reagents



START KIT  
SEEDS



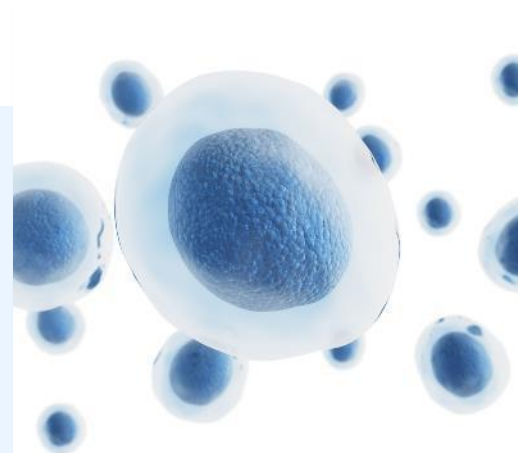
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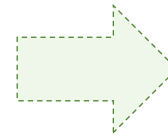


**SINGLE CELL  
ANALYSIS**



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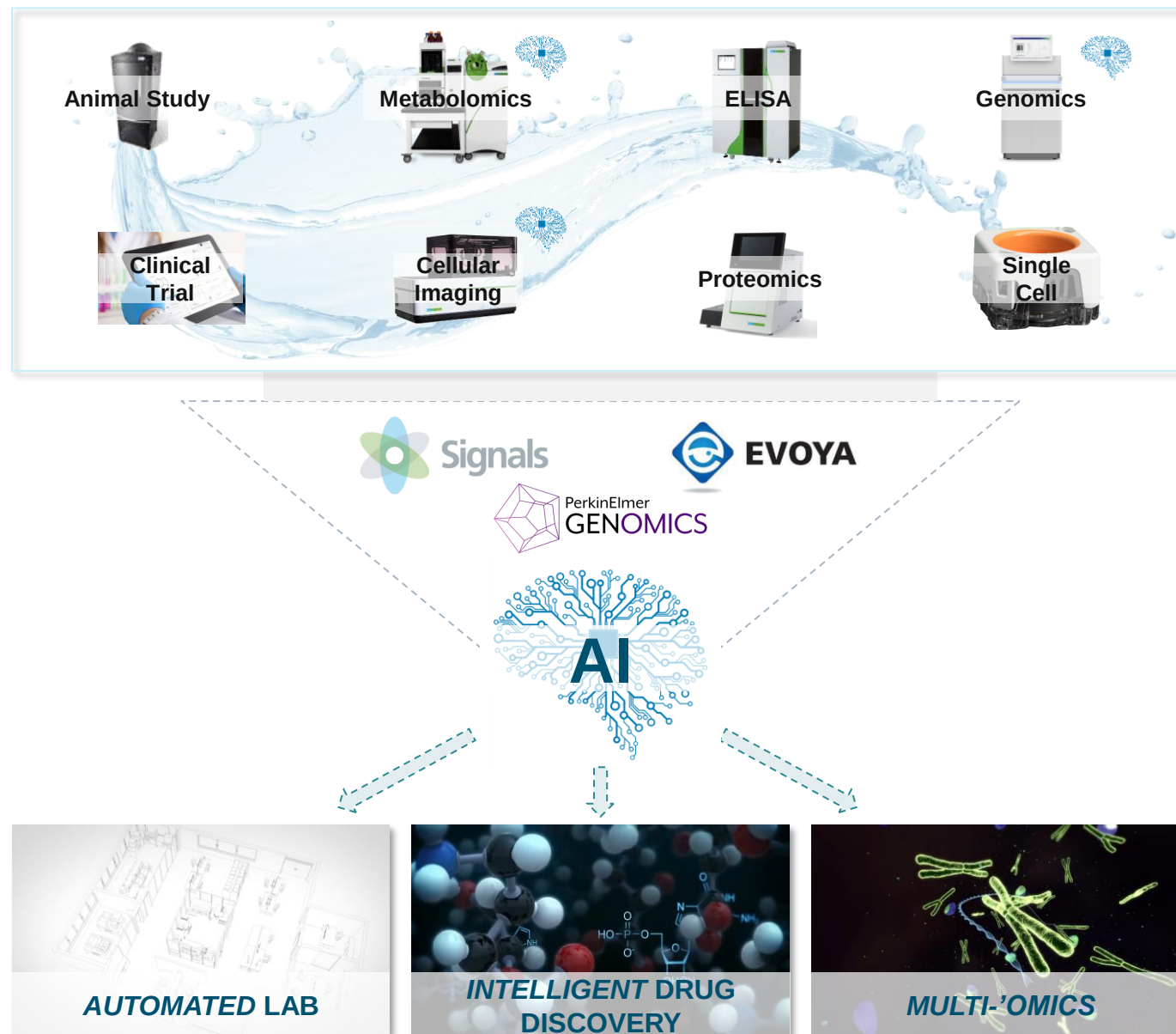


Growing at **>20%** over the  
next 5 years



## DIGITAL LAB OF THE FUTURE

DATA LAKE



# PUTTING IT ALL TOGETHER

*Innovating for a  
Better Tomorrow*

*Innovation  
DNA*

*Track Record of  
Success*

*Investing in  
New Frontiers*



**>\$250M** total R&D spend is **DOUBLE** 2016 levels

**~80%**

of spend aligned to  
**LS, DX, AND DIGITAL  
GROWTH  
ACCELERATORS**

**~30%**

**NPI VITALITY**  
excluding impact of  
COVID-19 solutions



# COMMERCIAL EXECUTION

Miriam Victor, Senior Vice President, Chief Commercial Officer

# PERKINELMER'S COMMERCIAL TEAM EVOLUTION

**Actively  
Listened to  
Customer  
Feedback**

- ✓ **Seamless Interactions**
- ✓ **Clear Accountability**
- ✓ **Full Solutions**

July '19

## INCREASING CONVERGENCE ACROSS END MARKET SEGMENTS

**Phase 1:**  
consolidating  
into **3 regions**

Careful phasing to  
**minimize customer  
disruption**

Enabling *localized decision making* through a *strategic global infrastructure*



Jan '21

## OPPORTUNITY TO DRIVE COHESIVE STRATEGY & CONSISTENT EXECUTION

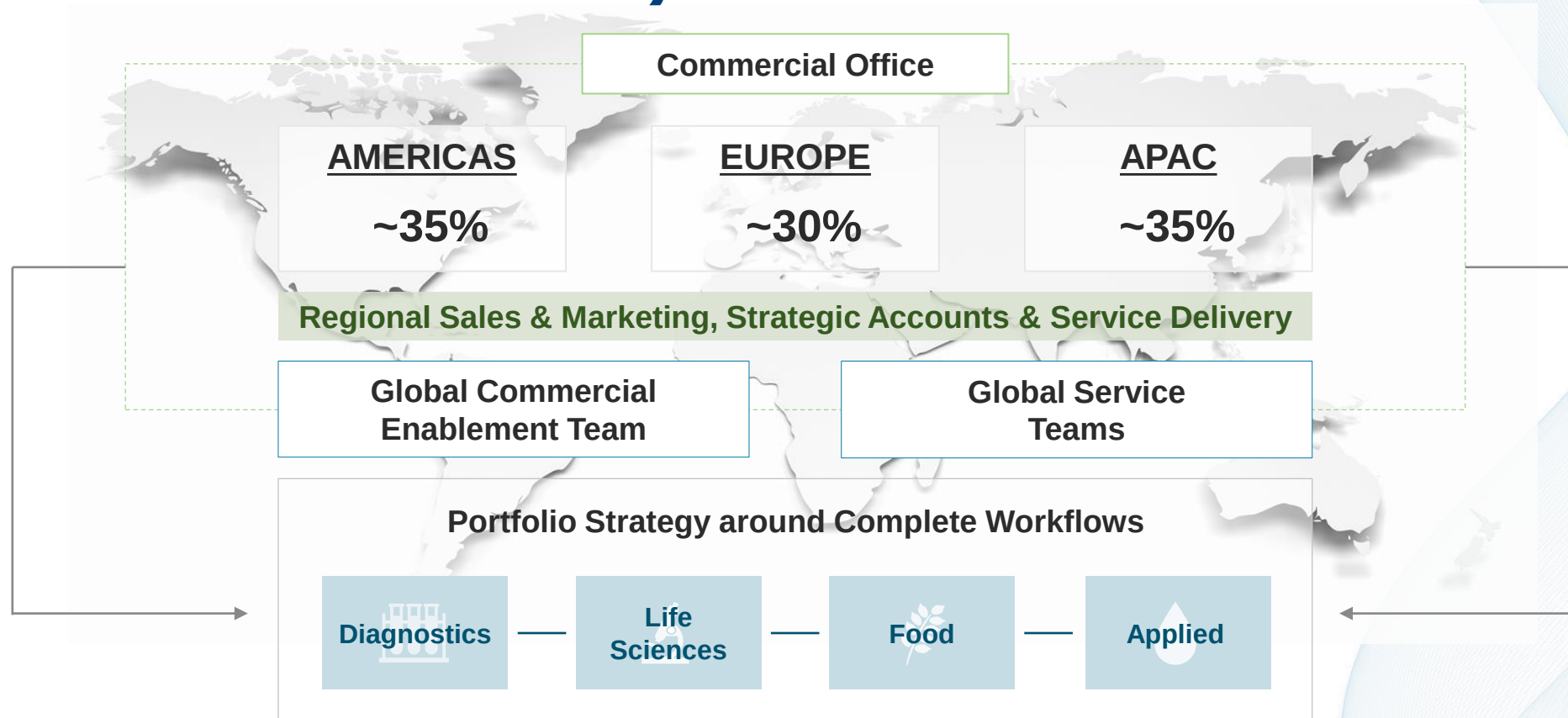
**Phase 2:**  
**New Global  
Commercial  
Office**

*Simplified and agile  
team* actioning direct  
customer feedback

**~6,000**  
PERSON **GLOBAL  
TEAM**

# WHO WE ARE: GLOBAL TEAM

**~6,000** PERSON  
GLOBAL TEAM



# THREE GLOBAL EXECUTION PILLARS



Clear Strategy &  
Consistent Execution



1

## CHANNEL EXCELLENCE

Evolving channel  
strategy to **improve  
coverage**



**FASTER  
GROWTH**

2

## EFFICIENCY

Building a customer-  
centric **business  
ecosystem**



**CONSISTENT  
RESULTS**

3

## CUSTOMER EXPERIENCE

Enhancing the **end-to-end  
customer journey**



**GREATER  
LOYALTY**

# ENABLING FASTER GROWTH

1

## CHANNEL EXCELLENCE

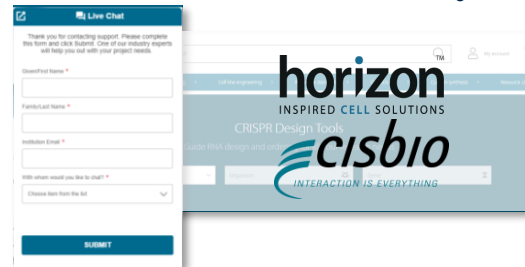
Strategic Accounts

E-Commerce

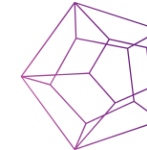
New Partners



- ✓ **Expanded program** embedding *Leading with Science* into PKI DNA
- ✓ **Increased synergies** between Sales & Service



**Triple** e-Commerce exposure by 2023

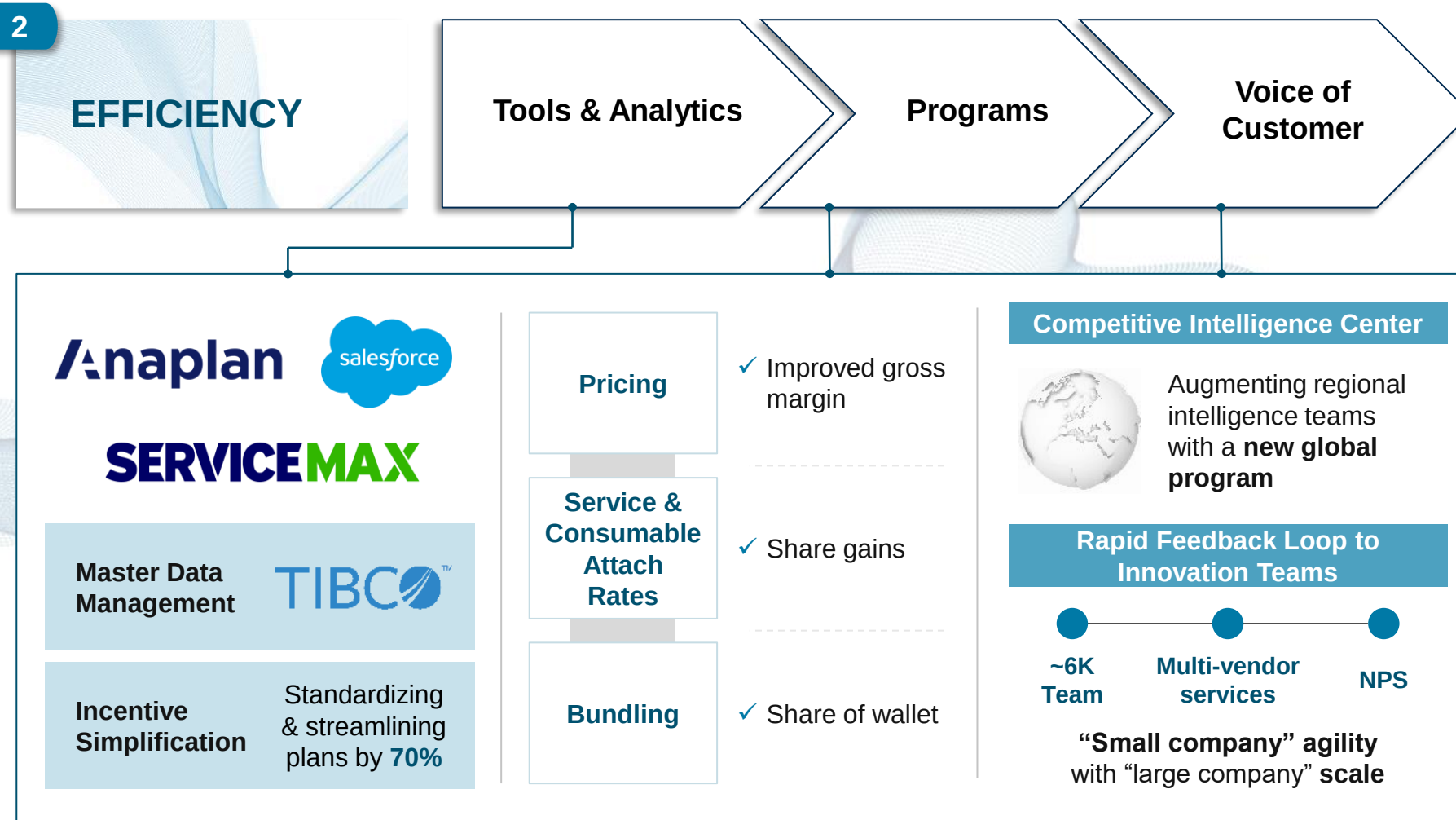


PerkinElmer  
**GENOMICS**



# ESTABLISHING A CUSTOMER-CENTRIC BUSINESS ECOSYSTEM

2



# ACCELERATED INVESTMENTS ACROSS THE CUSTOMER JOURNEY

3

**CUSTOMER  
EXPERIENCE**

Customer Journey

Inquiry

Purchase

Loyalty &  
Retention

**COHESIVE STRATEGY TO  
INCREASE OUTREACH**

Web Experience

Social Media

Novel Lead  
Generation



Europe



Americas

**VIRTUAL REALITY: VR-MEET™**



**Mixed Reality Spectrum**  
showcasing complete workflows

# ACCELERATED INVESTMENTS ACROSS THE CUSTOMER JOURNEY

3

**CUSTOMER  
EXPERIENCE**

**Inquiry**

**Purchase**

**Loyalty &  
Retention**

Customer Journey

## DIGITAL TOOLS TO ENGAGE AND DELIGHT CUSTOMERS

**NEW:**

**CUSTOMER  
RESOURCE  
PORTAL**



- ✓ Get to know the instrument pre-delivery
- ✓ Lab preparation techniques
- ✓ Digital activity tracking

# ACCELERATED INVESTMENTS ACROSS THE CUSTOMER JOURNEY

3

**CUSTOMER  
EXPERIENCE**

Customer Journey

Inquiry

Purchase

Loyalty &  
Retention

INCREASING SHARE OF WALLET AND MINDSHARE WITH OUR CUSTOMERS

Best-in-Class  
Service

Unique NPS  
Program

Digitized  
Customer  
Experience

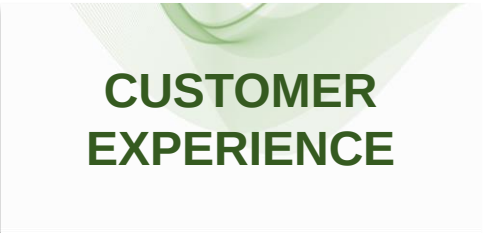


**NEW: Customer 360° App**

- ✓ Provides a **full view of customer relationship** (sales, service orders, installed base)
- ✓ Avenue for **customer feedback, webinars, and events**

# DELIGHTING OUR CUSTOMERS

## Global Execution Pillars



## Cross-PKI Investments in Advocacy & Awareness



Times Square Ticker for campaign to support [Newborn Screening Saves Lives Reauthorization Act of 2019](#)



## Consistently *Delighting Our Customers*



EMEAI Collaboration with the UK's DHSC for COVID-19 testing





# PUTTING IT ALL TOGETHER

**Accelerated  
Organic Growth**

*Driving  
Seamless Customer  
Interactions*

*Building Clear  
Accountability*

*Tailoring  
Full Solutions*



**BUILDING BEST-IN-CLASS COMMERCIAL OFFICE**

**+100 bps**

incremental growth expected beyond 2023

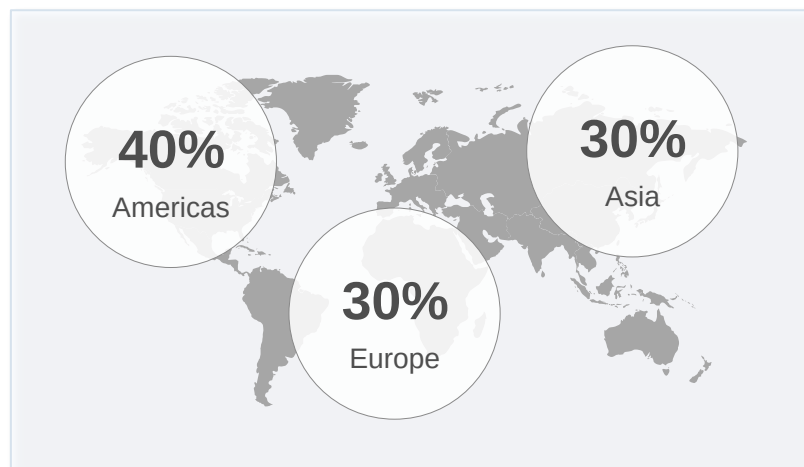
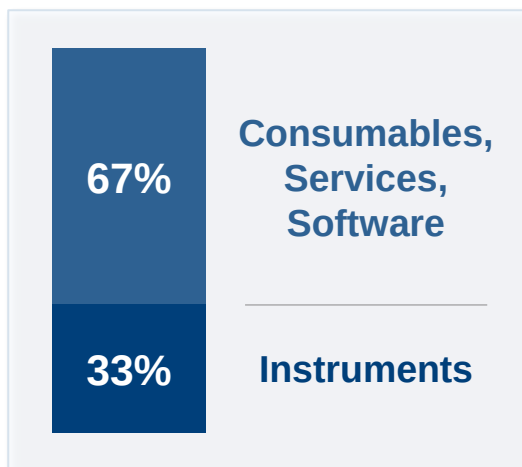
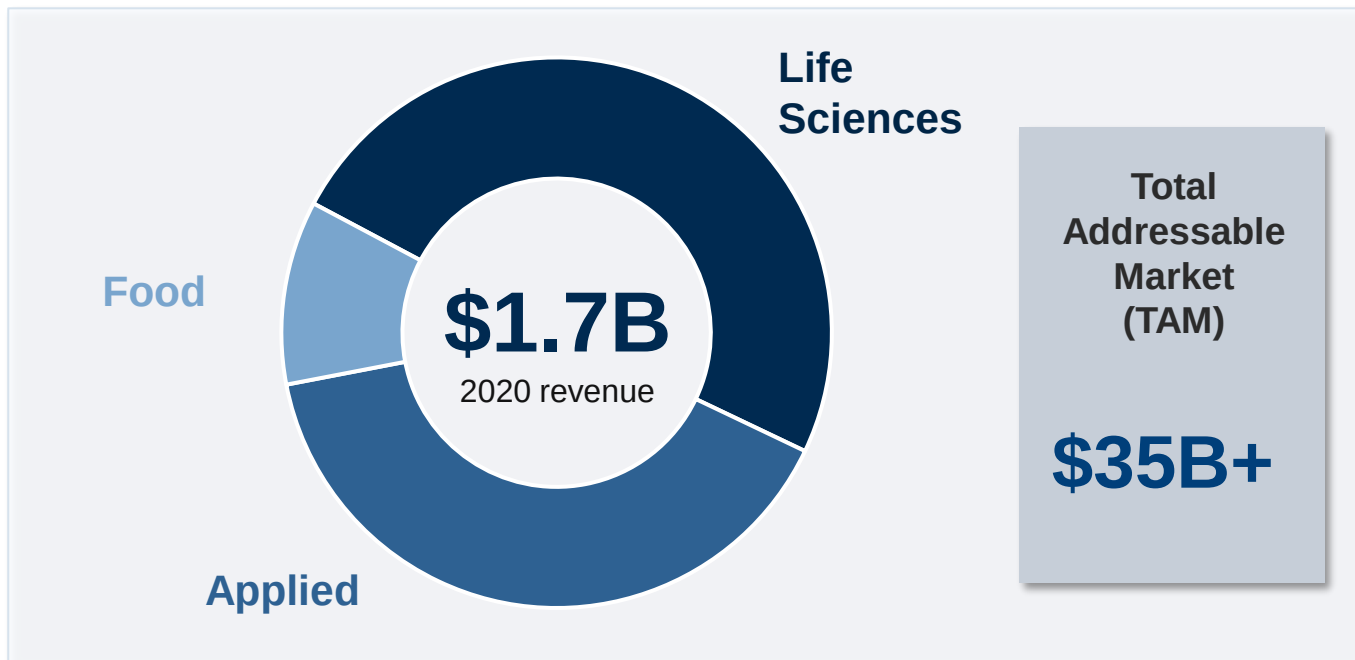


# DISCOVERY & ANALYTICAL SOLUTIONS

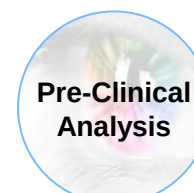
Alan Fletcher, Senior Vice President, Life Sciences



# DISCOVERY & ANALYTICAL SERVICES (DAS) AT-A-GLANCE



## KEY POSITIONS



**#1** Pre-clinical genotyping, detection & imaging



**#2** Translational research & clinical informatics

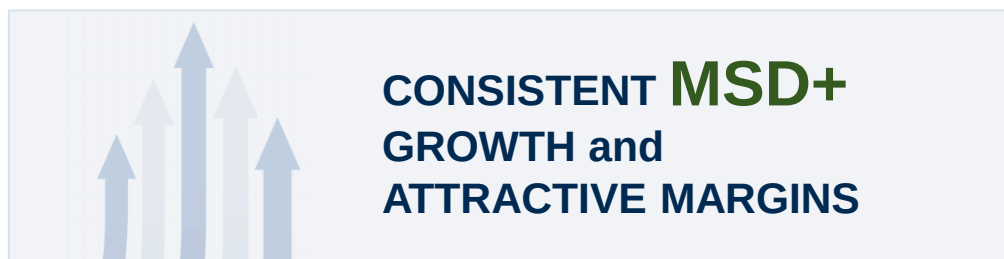
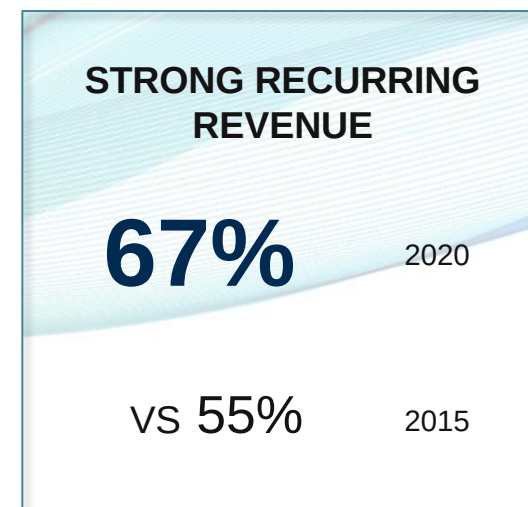
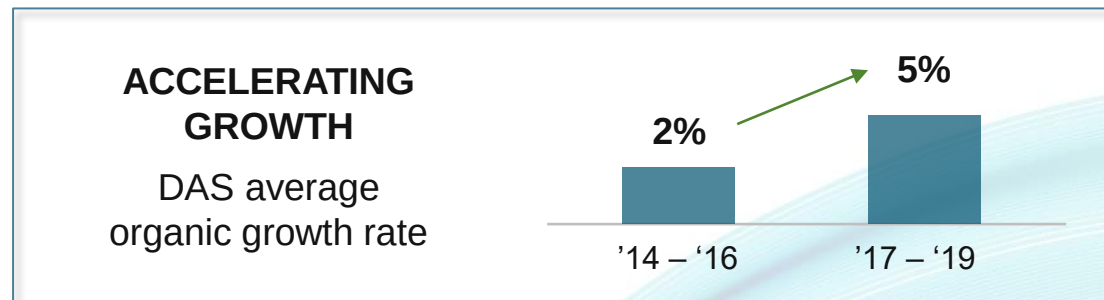
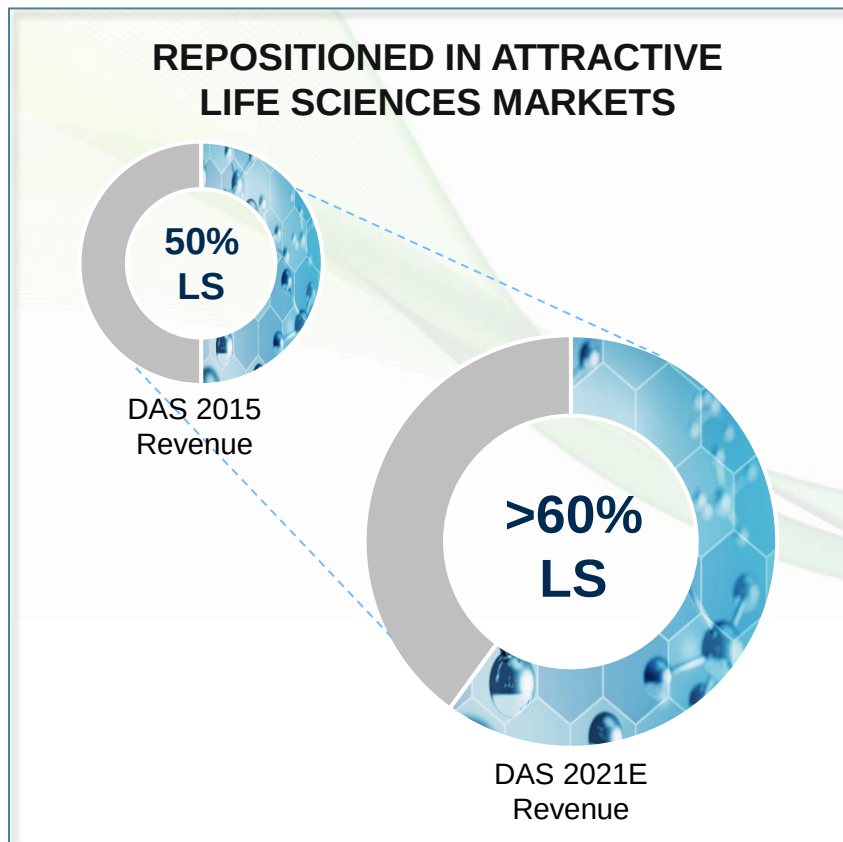


**#1** Grain moisture & protein analysis



**#2** Atomic & molecular spectroscopy

# TRANSFORMED PORTFOLIO DRIVING STRONG OUTLOOK



Underpinned by strong  
**VALUE CREATION STRATEGY**

# TRANSFORMED PORTFOLIO DRIVING STRONG OUTLOOK



CONSISTENT **MSD+**  
GROWTH and  
ATTRACTIVE MARGINS

Underpinned by strong  
**VALUE CREATION STRATEGY**

*Strengthen*

## CORE RIGHT TO WIN



Maintain and expand  
core competencies and  
**category leadership**

*Maximize*

## GROWTH ACCELERATORS



Leverage **novel and  
agile innovation** to  
increase market share

*Add*

## MEANINGFUL SCALE



Drive **attractive expansion  
opportunities** in current  
and new markets

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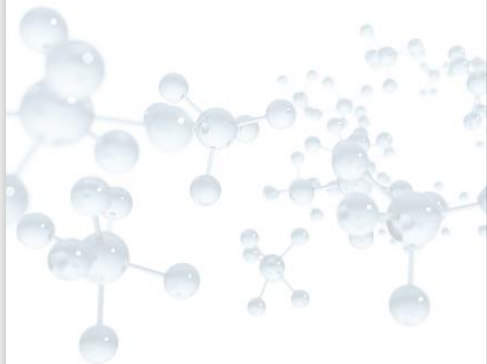
Drive attractive expansion  
opportunities in current  
and new markets

# TRACK RECORD OF INNOVATION

*Strengthen*

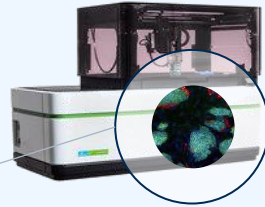
## CORE RIGHT TO WIN

Maintain and expand core competencies and **category leadership**



### BEST-IN-CLASS IMAGING & DETECTION

Opera Phenix® Plus

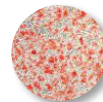


#### PREMIER CONFOCAL SOLUTION

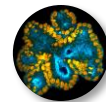
Ideal for complex disease models



Live Cells



Primary Cells



Organoids

**~33%**  
of HCS demand

### INCREASING REAGENT ATTACH RATE

Suite of Screening Reagents



#### LARGEST THERAPEUTIC BIOMARKER PORTFOLIO



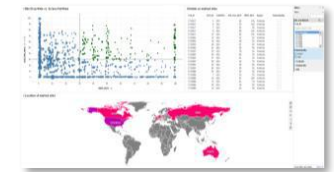
**>7,000**  
SKUs

### INTEGRATED DIGITAL CAPABILITIES

Signals Expansion



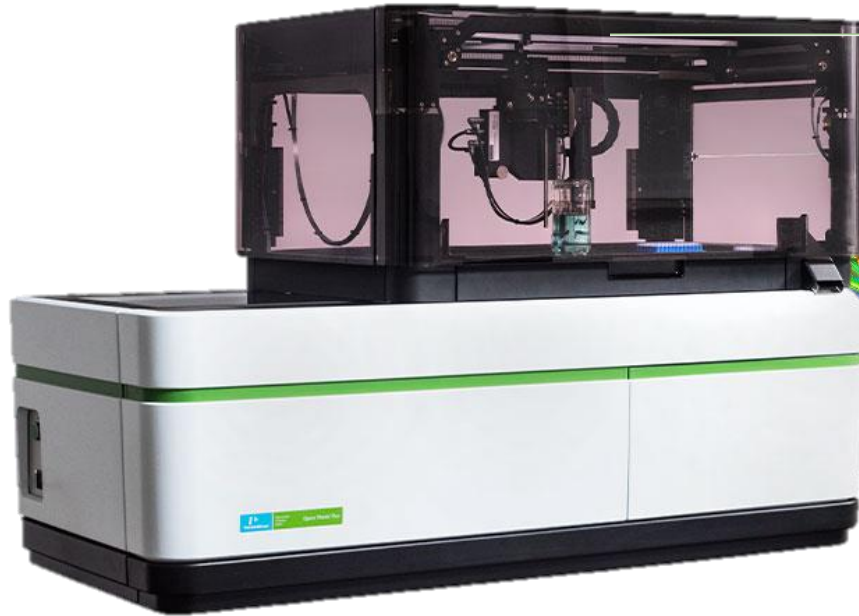
#### FUTURE-PROOF, CLOUD-NATIVE TECHNOLOGY STACK



**1/3**  
of orders on SaaS

Select **PLATFORM** Technologies

# LEADING HIGH CONTENT SCREENING WORKFLOW



Best-in-Class, Complete Workflow

NEW



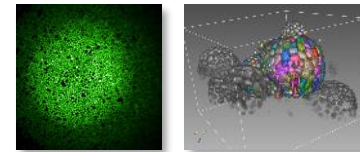
**PhenoVue™ Cellular Reagents**

**Harmony® Columbus™**

**SignalsScreening**

**Leading Software**

**Predictive  
Disease  
Models**



**Live cells and tissues  
with 3D capabilities**

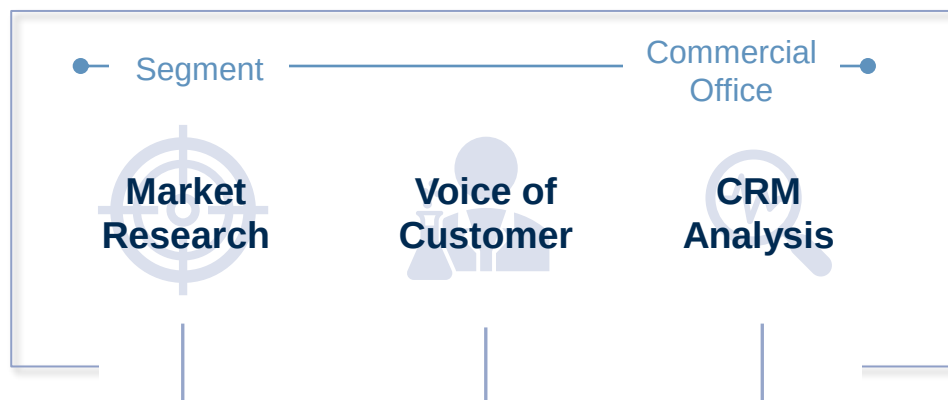
**Accelerating  
NPI cycle**

First Opera Phenix® NPI cycle was ~5 years and  
**Opera Phenix® Plus was launched in <1 year**

**Opera Phenix® Plus**  
**High Content Screening System**

**Differentiated and leading solutions with shifting mix to recurring revenue**

# COMMERCIAL EXECUTION IN ACTION: DISCOVERY REAGENTS



NEW REAGENTS LAUNCHED



2020

~140

YTD  
2021

~100

## COMPLEMENTED BY STRONG GLOBAL CHANNEL DESIGN

**Americas  
Discovery  
Reagents**

- ✓ **Dedicated** reagents team
- ✓ Strong **lead sharing program** for instrumentation team
- ✓ **Cross-trained** on complete reagent portfolio and supported by compelling **disease-based marketing approach**

- ✓ Customer intimacy
- ✓ Sales velocity
- ✓ Call rates

- ✓ Sales cycle
- ✓ Discounting

**Double-digit organic growth in 2021**

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GROWTH and  
ATTRACTIVE MARGINS

Underpinned by strong  
**VALUE CREATION STRATEGY**

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**CORE RIGHT TO WIN**

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core competencies and  
**category leadership**

*Maximize*  
**GROWTH ACCELERATORS**

Leverage **novel and  
agile innovation** to  
increase market share

*Add*  
**MEANINGFUL SCALE**

Drive **attractive expansion  
opportunities** in current  
and new markets

# RAPID INNOVATION TOGETHER WITH OUR CUSTOMERS

Maximize  
**GROWTH  
ACCELERATORS**

Leverage **novel and  
agile innovation** to  
increase market share

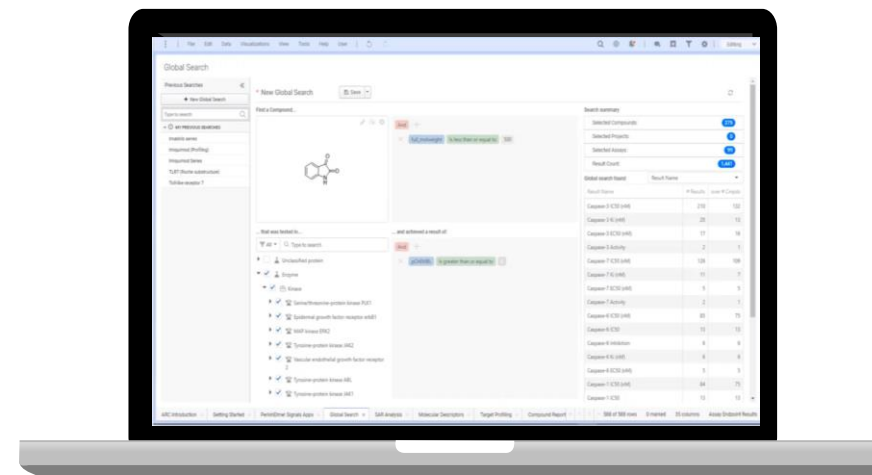
**Accelerating Digital  
Transformation**

✓ **Anchor Signals  
platform with market-  
leading capabilities**

✓ **Cloud-based**



✓ **Moving to AI and ML  
algorithms**



**Signals Enterprise Lab Notebook**

**Preferred solution for global top 10 Pharma companies**

# DELIVERING COMPLETE FOOD SAFETY SOLUTIONS

Full range of offerings served by  
indirect and direct channels



**BIOO SCIENTIFIC®**  
a PerkinElmer company



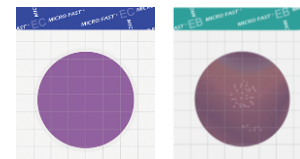
**SOLUS**  
from PerkinElmer



**MEIZHENG**  
a PerkinElmer company



**Meizheng's MicroFast®  
Aerobic Count Plates**



PERFORMANCE TESTED  
**AOAC**  
RESEARCH INSTITUTE



***"Very clear and precise,  
easy to use."***

*- Major U.K. Contract Lab*

**Expansion into new \$100M+ Food Safety market opportunity**

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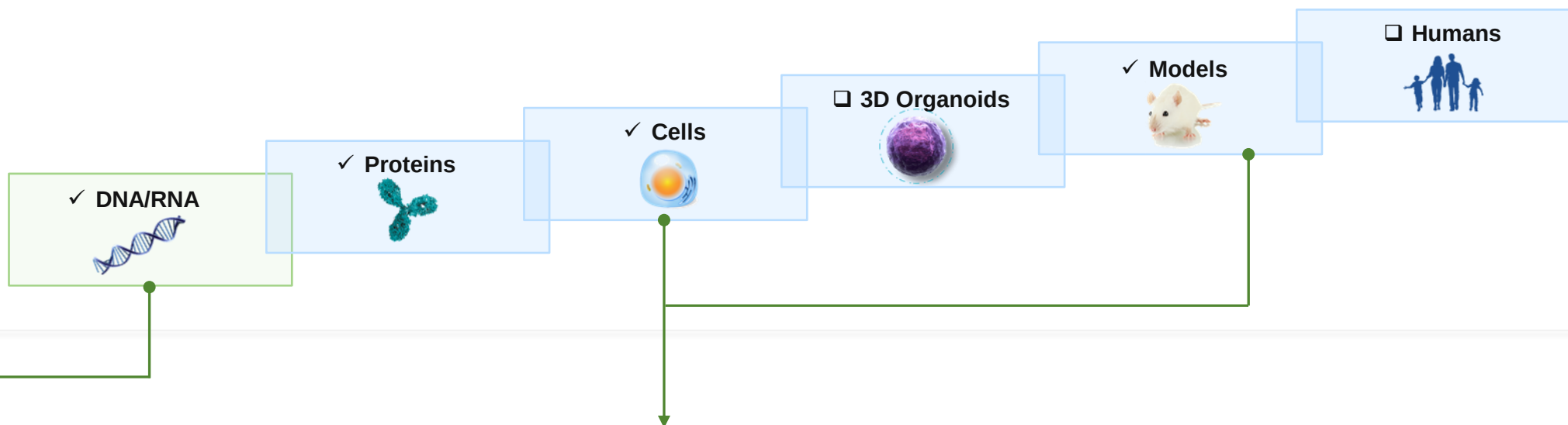
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increase market share

*Add*  
**MEANINGFUL SCALE**

Drive **attractive expansion  
opportunities** in current  
and new markets

# WHERE WE'RE HEADED: SCALING OUR CELL & GENE THERAPY PORTFOLIO

Broadening capabilities in **DRUG DISCOVERY**



**horizon**  
INSPIRED CELL SOLUTIONS

Attractive  
Beach-head in  
**Cell Engineering**



**PerkinElmer**

Leader in **phenotypic analysis**

VICTOR Nivo  
(plate reader)

Opera Phenix Plus  
(HCS)

IVIS Lumina  
(in vivo)

Reagents

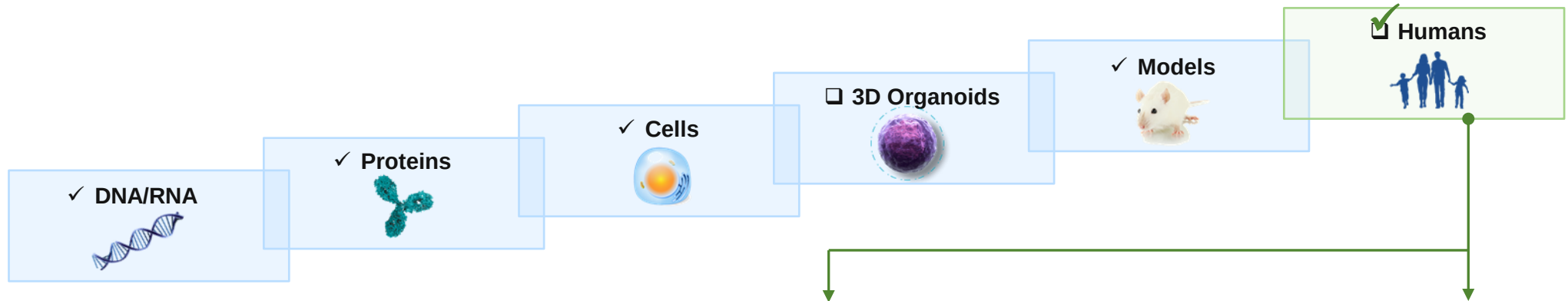
## COMBINATION IS TRANSLATING

*“We are very excited by the potential offered through the **combination of Horizon expertise in gene editing and PerkinElmer expertise in cell biology** to create platforms for the validation of new drug targets and screening assays to identify new hits and leads for discovery projects.”*

*- VP Discovery Biology, Large Pharma*

# WHERE WE'RE HEADED: LEVERAGING MORE BROADLY TO PUSH NEW FRONTIERS OF PERSONALIZED MEDICINE

*Closing the Chasm:*  
driving new insights in  
**CLINICAL**

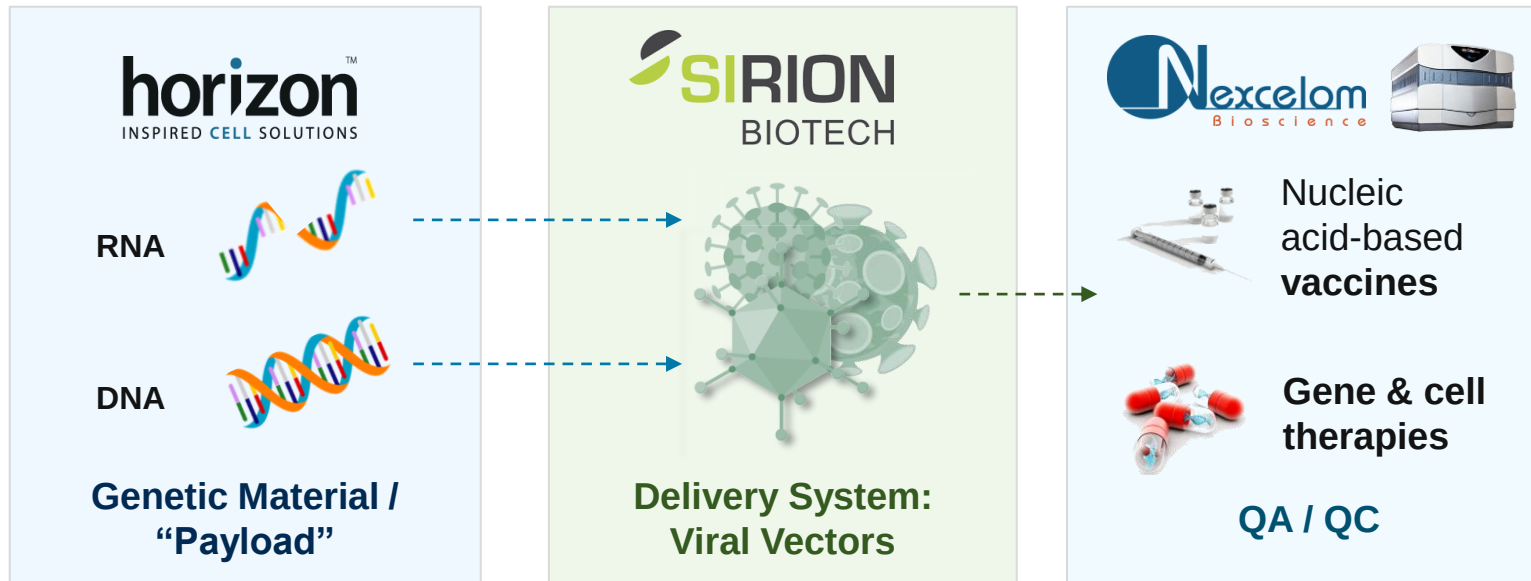


1

## CELL AND GENE THERAPY PORTFOLIO: EXCELLING AT PERSONALIZED MEDICINE

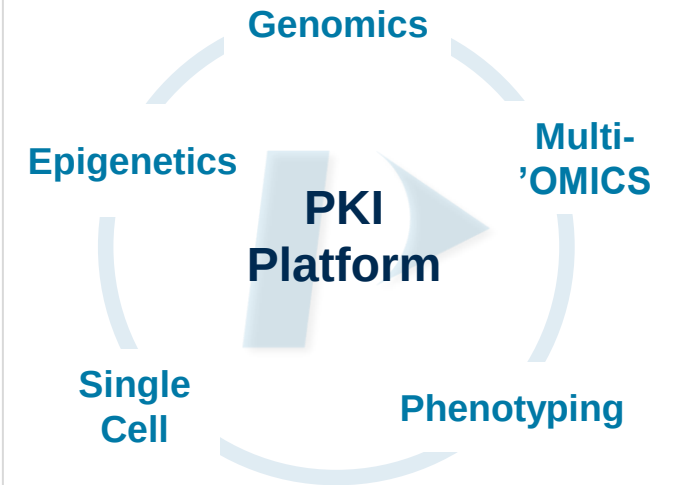
Upstream

Downstream



2

## NEXT FRONTIER





# PUTTING IT ALL TOGETHER

**Strong *MSD+*  
Growth Outlook**

***Focused Value  
Creation  
Strategy***

***Best-in-class  
Franchises  
across Portfolio***

***Investing in  
the Next  
Frontiers***



**DOUBLED** *Life Sciences revenue* vs 2015

**60%** of portfolio  
growing **>6%**

Significant  
**channel  
synergy**  
potential



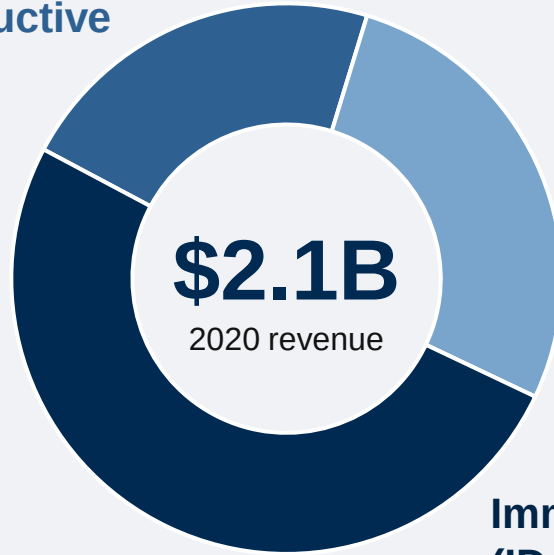
# DIAGNOSTICS

Amar Kamath, Vice President, Diagnostics



# DIAGNOSTICS (Dx) AT A GLANCE

Reproductive  
Health  
(RH)



Applied  
Genomics  
(AG)

ImmunoDx  
(IDx)

Total  
Addressable  
Market  
(TAM)

**\$35B+**

## KEY POSITIONS



Reproductive  
Health

**#1**

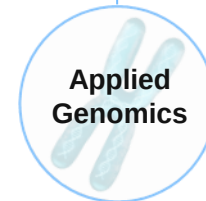
Provider of Newborn, NIPT, biochemical screening, and pre-eclampsia solutions



ImmunoDx

**#2**

Extensive menu of across autoimmune, allergy, and latent tuberculosis



Applied  
Genomics

**#3**

Leader in Liquid Handling and RNA/DNA Extraction

**85%**

Consumables,  
Services,  
Software

**15%**

Instruments

**40%**

Americas

**20%**

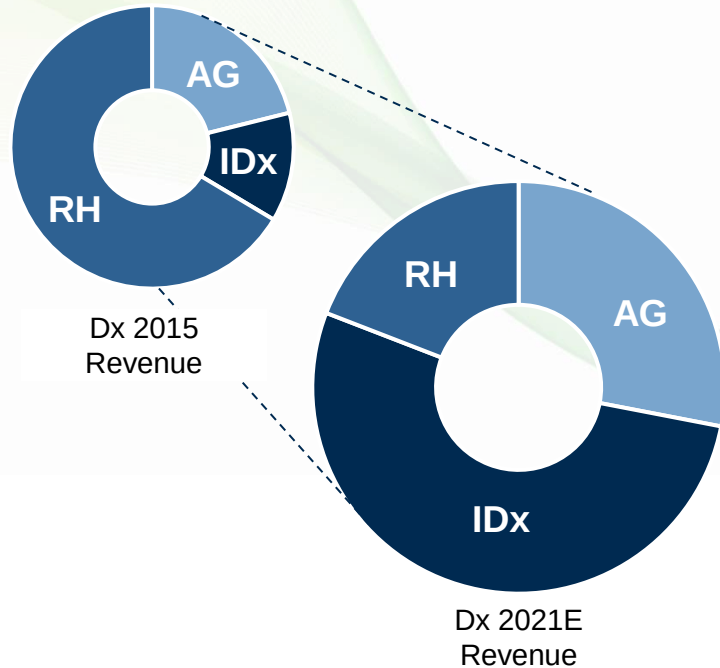
Asia

**40%**

Europe

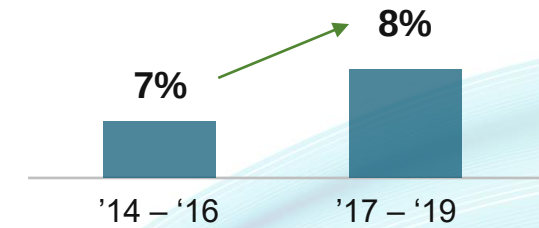
# TRANSFORMED PORTFOLIO DRIVING STRONG OUTLOOK

## DIVERSIFIED INTO NEW DX AREAS OUTSIDE REPRODUCTIVE HEALTH (RH)



## ACCELERATING GROWTH

Dx average organic growth rate



## MARGIN EXPANSION OPPORTUNITIES

28% 2019

30% 2023E

## NEARLY DOUBLED CORE DX REVENUE

\$1B 2020

vs \$550M 2015

SUSTAINED PROFITABLE,  
**HSD+** GROWTH

Underpinned by differentiated  
**3 "D" STRATEGY**

# LEADING FRANCHISE: MAKING THE COMPLEX VERY SIMPLE



SUSTAINED PROFITABLE,  
**HSD+** GROWTH

Underpinned by differentiated  
**3 “D” STRATEGY**

## **D** ETECTION

Driving best-in-class  
**breadth and scale** and  
augmenting through a  
**complete, modular  
workflow**

## **D** ECENTRALIZATION

Advancing novel  
capabilities through a  
**multi-modal and  
ubiquitous approach**

## **D** IGITIZATION

Increasing **simplicity  
and convenience**  
through digital solutions

Current Primary  
Differentiator

Recent and Accelerating Novel Innovations

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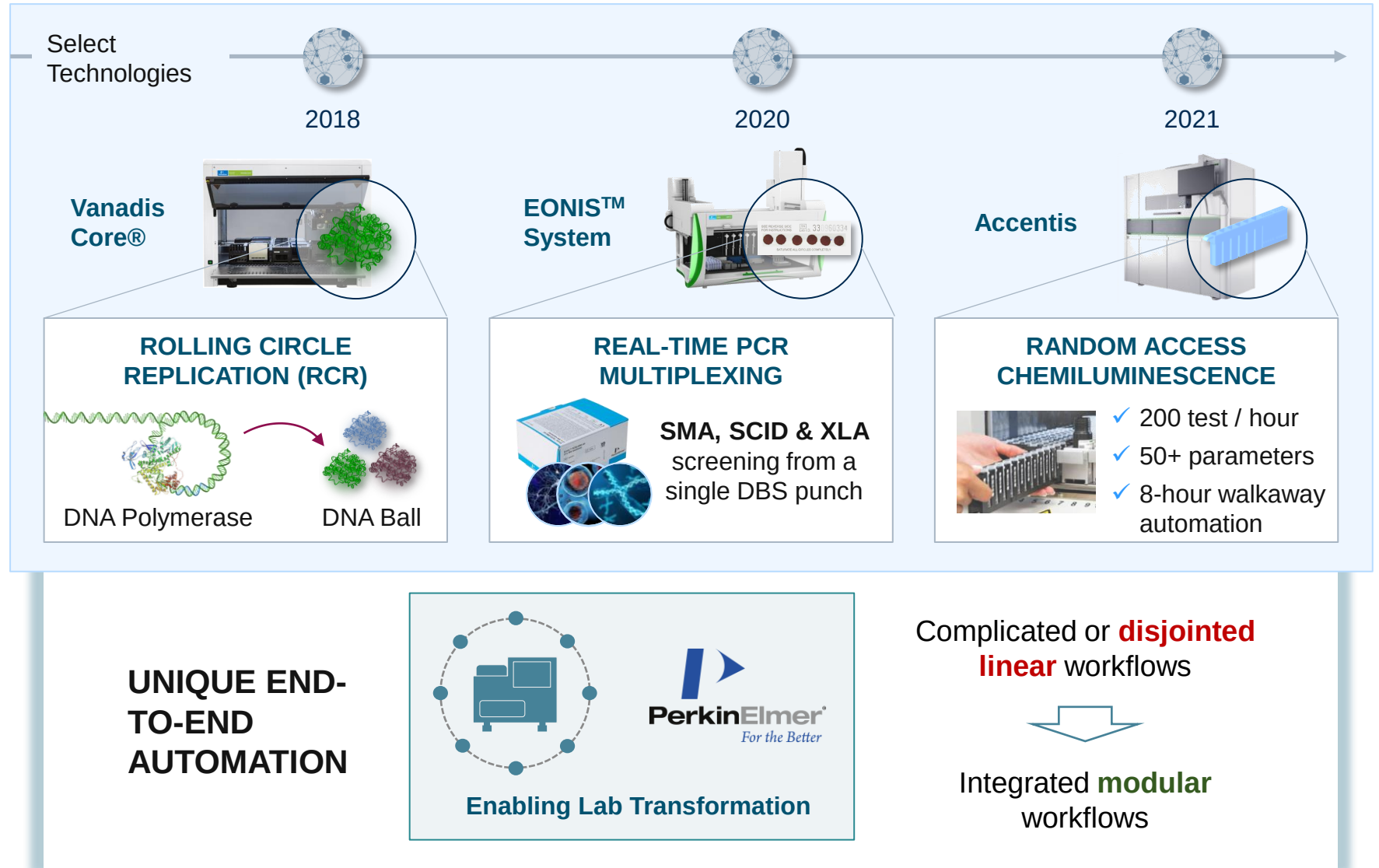
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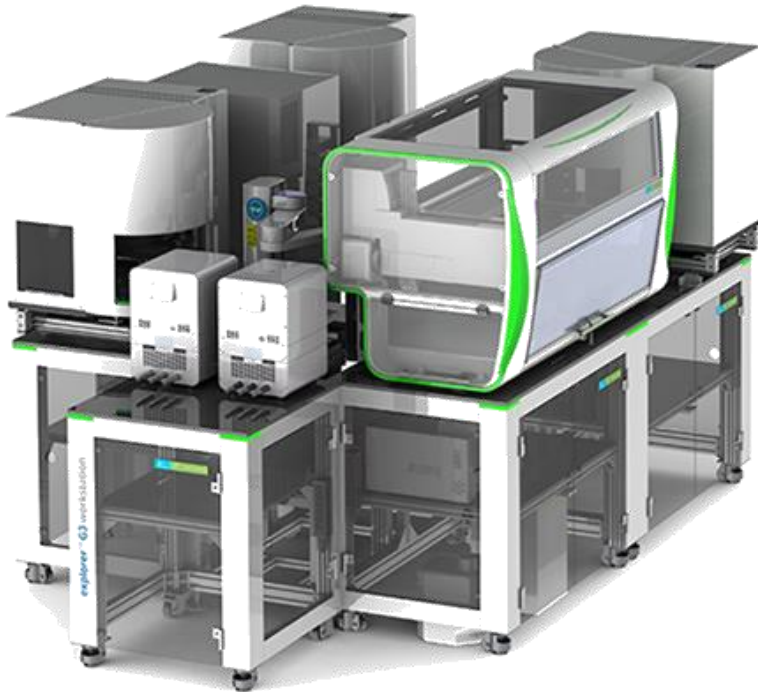
# TRACK RECORD OF INNOVATION IN *DETECTION*

## **D**ETECTION

Driving best-in-class  
**breadth and scale**  
and augmenting  
through a  
**complete, modular  
workflow**



# RAPID COMMERCIAL UPTAKE



**explorer™ G3 Workstation**

## Foundational, high-performance platform

Supporting our customers' expanded Molecular Dx needs

**>90%**

Tender win rate in competitive bids

## Highly-scalable workflow



**2,000 to  
10,000**  
tests per day

# M&A PROGRESS: COMBINING DIFFERENTIATED CHEMISTRY WITH PERKINELMER WORKFLOW



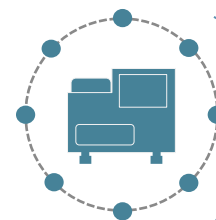
**T-SPOT.TB and  
T-Cell Select™ Kits**



**Market leading,  
differentiated  
Latent TB  
Solution**

Highly sensitive,  
**#2 player** in  
latent TB IGRA  
testing globally

**Key Synergy:  
Automation  
and Workflow**



Powerful chemistry, deep  
application expertise, and  
premier automation



**Stronger Together**



# CONTINUED LEADERSHIP IN DIFFERENTIATED REPRODUCTIVE HEALTH WORKFLOWS



**Vanadis Extract®**



**Vanadis Core®**



**Vanadis View®**



**LifeCycle™**



**Automated  
High-Throughput  
Workflow Solution**



**Women's Health**  
Connecticut

**300,000+**  
patients served

**10,000+**  
pregnancies per year

- Launched early March 2021
- First commercial application in the US for Vanadis
- Additional locations across Women's Health USA network in the pipeline



# LEADING FRANCHISE: MAKING THE COMPLEX VERY SIMPLE



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**HSD+** GROWTH

Underpinned by differentiated  
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Current Primary  
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# INVESTING TO EXPAND ACCESS

## **D** ECENTRALIZATION

Advancing novel capabilities to address decentralization trends and expand our addressable market



### SuperFlex™ (CE-IVD)



Sample Type      Turnaround Time



 ~15 min

### RONIA™ Point of Care



Sample Type      Turnaround Time



 <30 min

### MiniLab Point of Care



Sample Type      Turnaround Time



 15-20 min

## EVOLVING APPLICATIONS

*Cardiovascular*

*Women's Health*

*Infectious Disease*

# LEADING FRANCHISE: MAKING THE COMPLEX VERY SIMPLE



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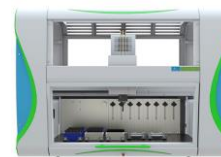
# SOLUTIONS AND INSIGHTS DRIVING CUSTOMER STICKINESS

## DIGITIZATION

Increasing  
**simplicity and  
convenience**  
through digital  
solutions



**PKeye™**  
Mobile Lab Operations Monitor



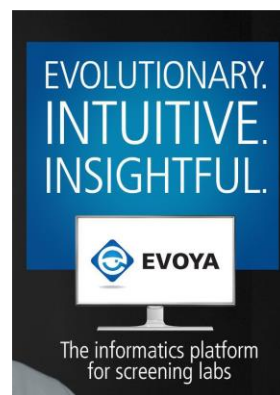
- ✓ **Janus Liquid Handling** workstations enabled
- ✓ Strong sales penetration



Upcoming **Chemagic**  
and **LabChip®**  
PKeye launches

**EVOYA™**  
Newborn  
Screening

**2022**  
*Targeted Launch*



Building on leading SpecimenGate® platform for  
**sustainable competitive advantage** in NBS software

# PUTTING IT ALL TOGETHER

**Strong +HSD  
Growth Outlook**

*Transformed  
Portfolio*

*Strong Brands  
in New Verticals*

*The Future:  
Decentralization  
and Digitization*



**DOUBLED** *Diagnostics revenue* vs 2015

**>\$2B** deployed  
capital since 2015

**DOUBLED**  
core kits sold in  
**Emerging Markets**  
since 2015



# OPERATIONAL EXCELLENCE & FINANCIAL UPDATE

Jamey Mock, Senior Vice President, Chief Financial Officer

# WHY OPERATIONAL EXCELLENCE?



## OPPORTUNITY

Numerous *opportunities* for *value creation*

## SYSTEMATIC APPROACH

Focused on *5 P's (Purpose, People, Problem-solving, Process, Performance)* with *small global team* to support

## BENEFITS

*Better performance* and consistent execution

# OPERATIONAL EXCELLENCE: PRELIMINARY VALUE DRIVERS

**STARTED WITH  
THE BASICS**

**Identifying key  
levers that  
everyone in the  
company touches**



**COST-OUT**

**Mid-20%**  
Margin



**FCF  
CONVERSION**

Consistently  
**85%+**



**QUALITY**

**Best-in-Class**  
Total Quality

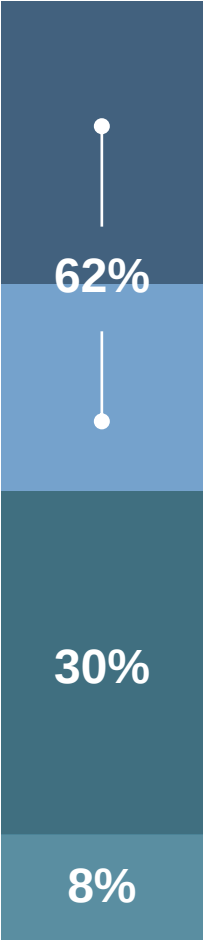


**ACQUISITION  
INTEGRATION**

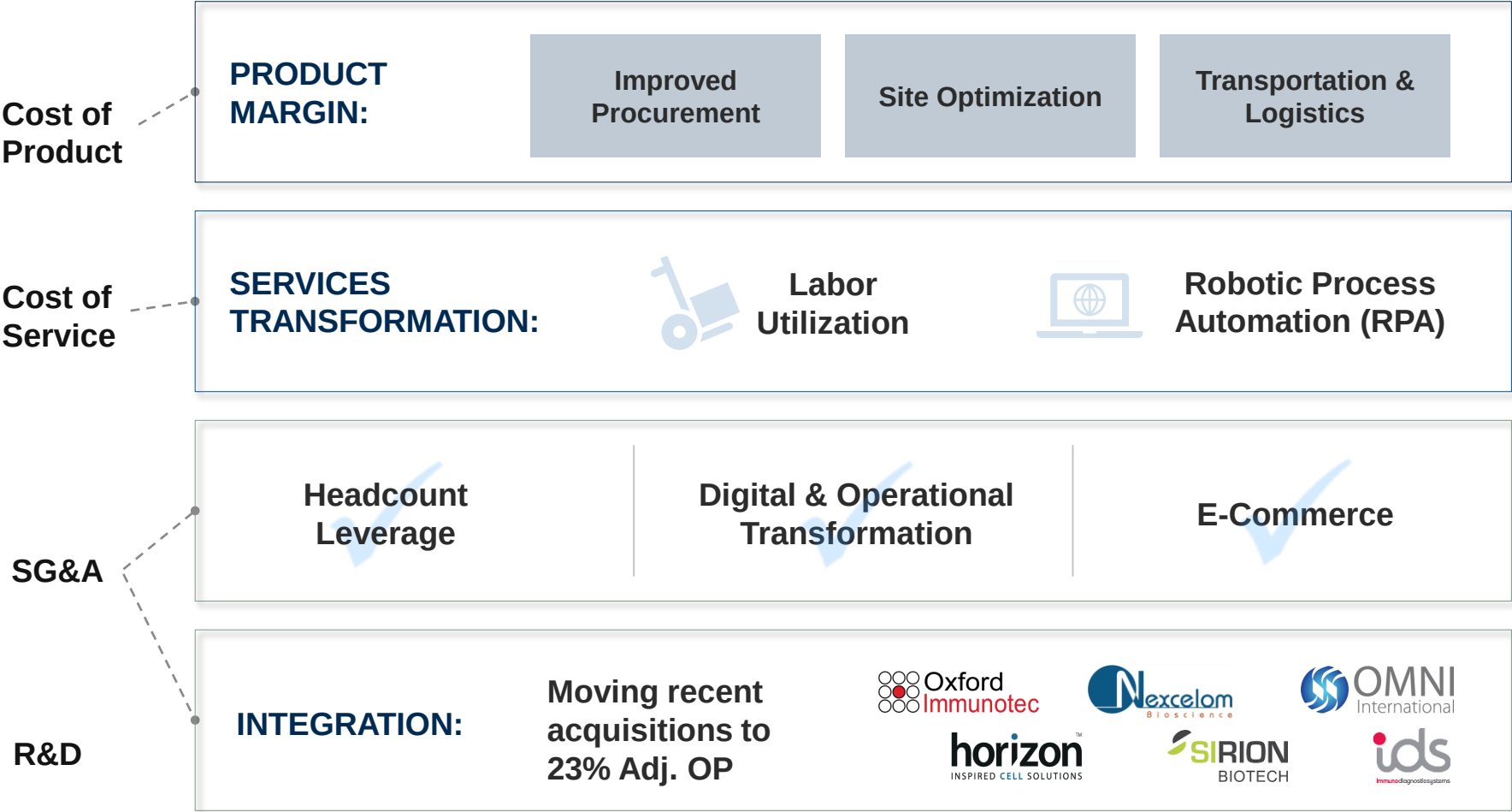
**Surpass**  
Deal Targets

# COST-OUT DRIVERS: 2023 ROADMAP TO 23%+

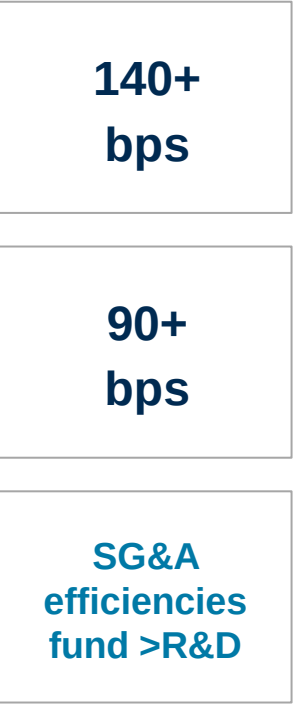
**\$2.3B**  
20.7% Adj. OP



2019 Cost Baseline

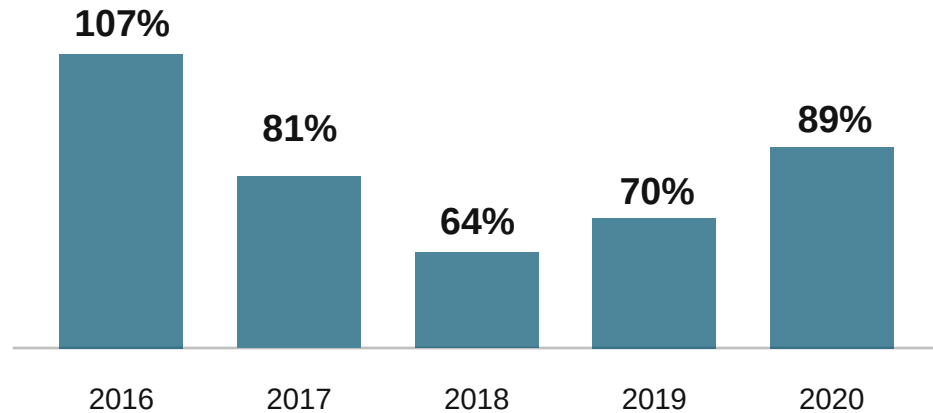


**2023  
Impact Drivers**

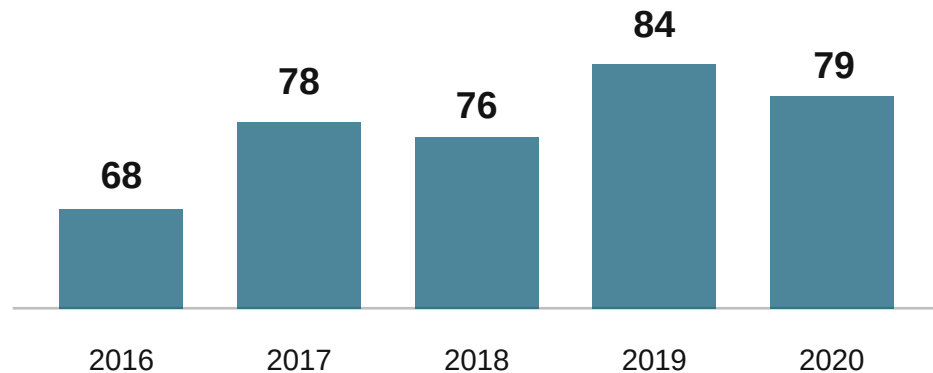


# FCF CONVERSION OUTLOOK: CONSISTENT 85%+

## ADJUSTED FCF CONVERSION %



## DSO



## KEY INITIATIVES

### GOVERNANCE

- Targets embedded into global incentive plans
- Improved analytics, reporting, & forecasting

### LINEARITY

- Order processing automation
- Improved supply chain planning rigor

### TERMS

- Higher recurring mix
- Refreshed authority levels

### COLLECTIONS

- Improved invoice accuracy and timeliness
- Cross-functional disputes resolution

# BEST-IN-CLASS TOTAL QUALITY

## PROCESS WORKFLOW:

### *Design Control*

Critical feature  
definition



### *Communication*

Supply chain  
verification tools



### *In Process Monitoring*

ERP supplier modules  
& factory in-line  
verifications



### *Data Influenced Design*

Enhancements &  
design to leverage  
reliability for NPIs

Select Result

## **Avio 500**

Inductively Coupled  
Plasma (ICP)



**25%**

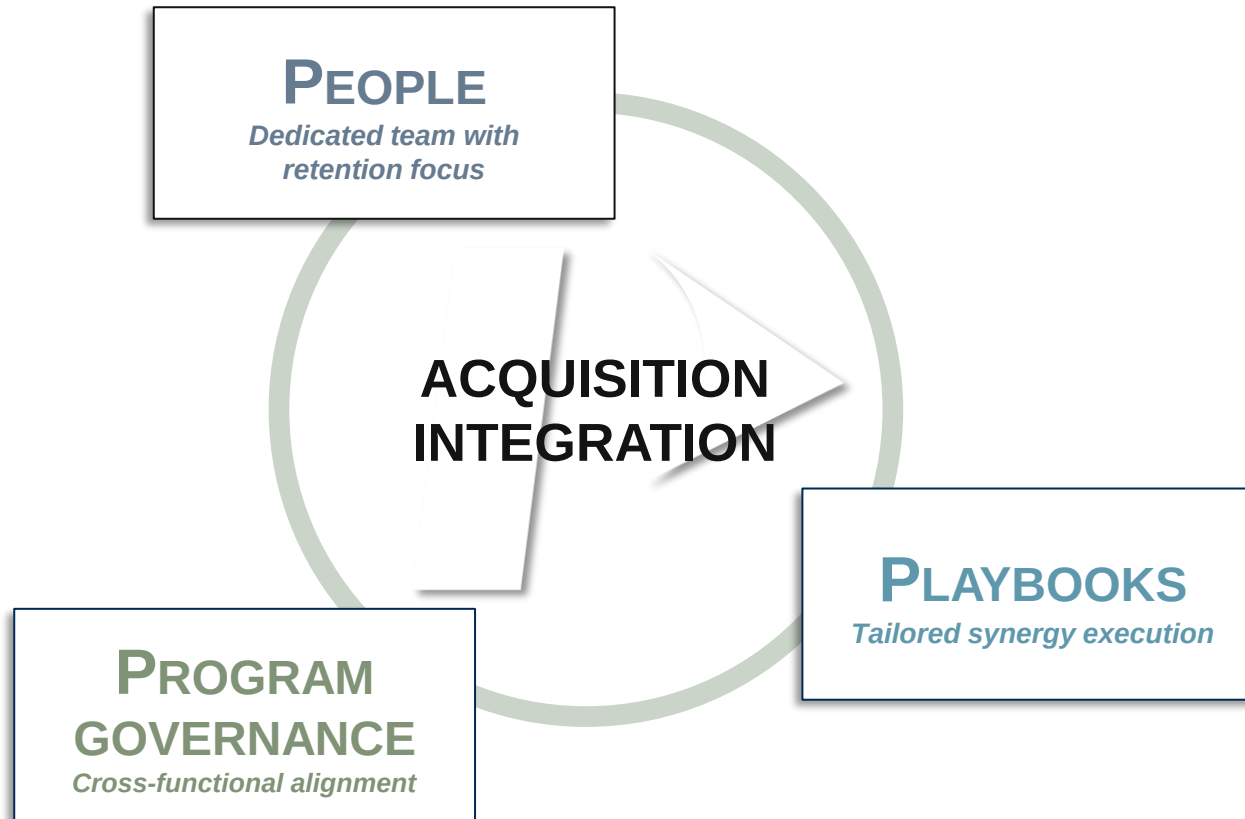
of parts includes  
enhanced design features

**30%**

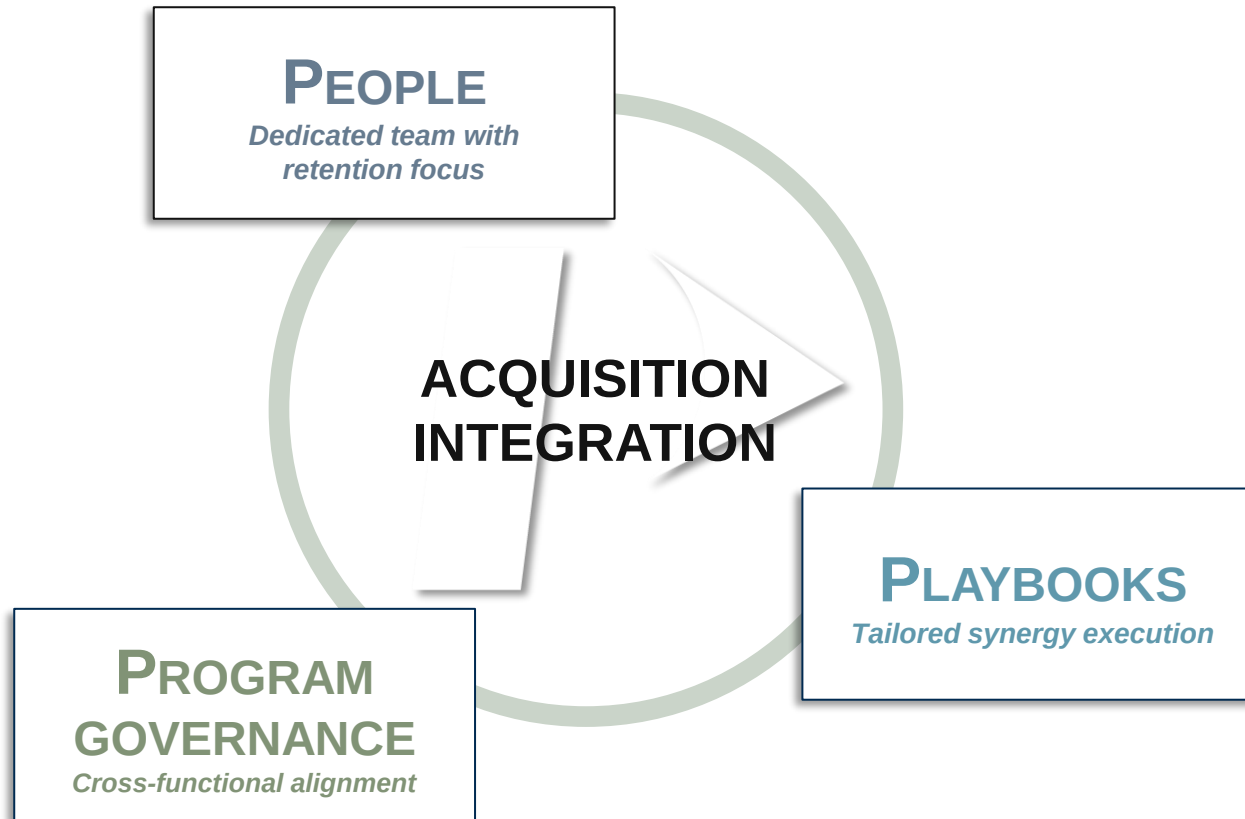
Improvement in **product**  
quality impact

Leveraging new data to enhance scalable product performance

# ACQUISITION INTEGRATION: NEW DEDICATED TEAM



# ACQUISITION INTEGRATION: NEW DEDICATED TEAM



## 2021 EARLY SUCCESSES



*Employee  
Retention  
& Mobility*



*Revenue &  
Cost  
Synergies*

## 2023 IMPACT

**~\$400M**

Revenue

**~23%**

Adjusted OP



Driving value through a proactive and collaborative approach focused on employee experience



# OPERATIONAL EXCELLENCE: SUMMARY

## NEW PROGRAM FORMATION

Launched in 2020

## EARLY SUCCESSES

**Building foundation**  
with 4 preliminary value drivers

## SCALE AND FULLY INTEGRATE

Expand initial ~500-person foundation to **>2,500 people by 2023** with full integration to develop over the **long-term**

# WHAT YOU HEARD TODAY: EXCITING FUTURE OUTLOOK



## NEW PKI

BUILT ON A STRONG  
STRATEGIC  
FOUNDATION

1



### PORTFOLIO TRANSFORMATION

Expanding into faster growing markets with greater capabilities

2



### TECHNOLOGY AND INNOVATION

Faster and more transformative solutions across PKI

3



### COMMERCIAL EXECUTION

Larger market share with greater efficiency

4



### OPERATIONAL EXCELLENCE

Better and consistent performance

5



### TALENT AND CULTURE

Purpose-driven careers and the best place to work

# EXPANDING INTO FAST GROWING MARKETS



**\$3.4B**  
capital deployed\*  
across  
**28**  
transactions  
since 2015

DIAGNOSTICS

~\$2B

Capital  
Deployed

Oxford  
Immunotec

Tulip  
Group

OMNI  
International

EUROIMMUN

ids  
Immunodiagnostiksystems

LIFE SCIENCES

~\$1B

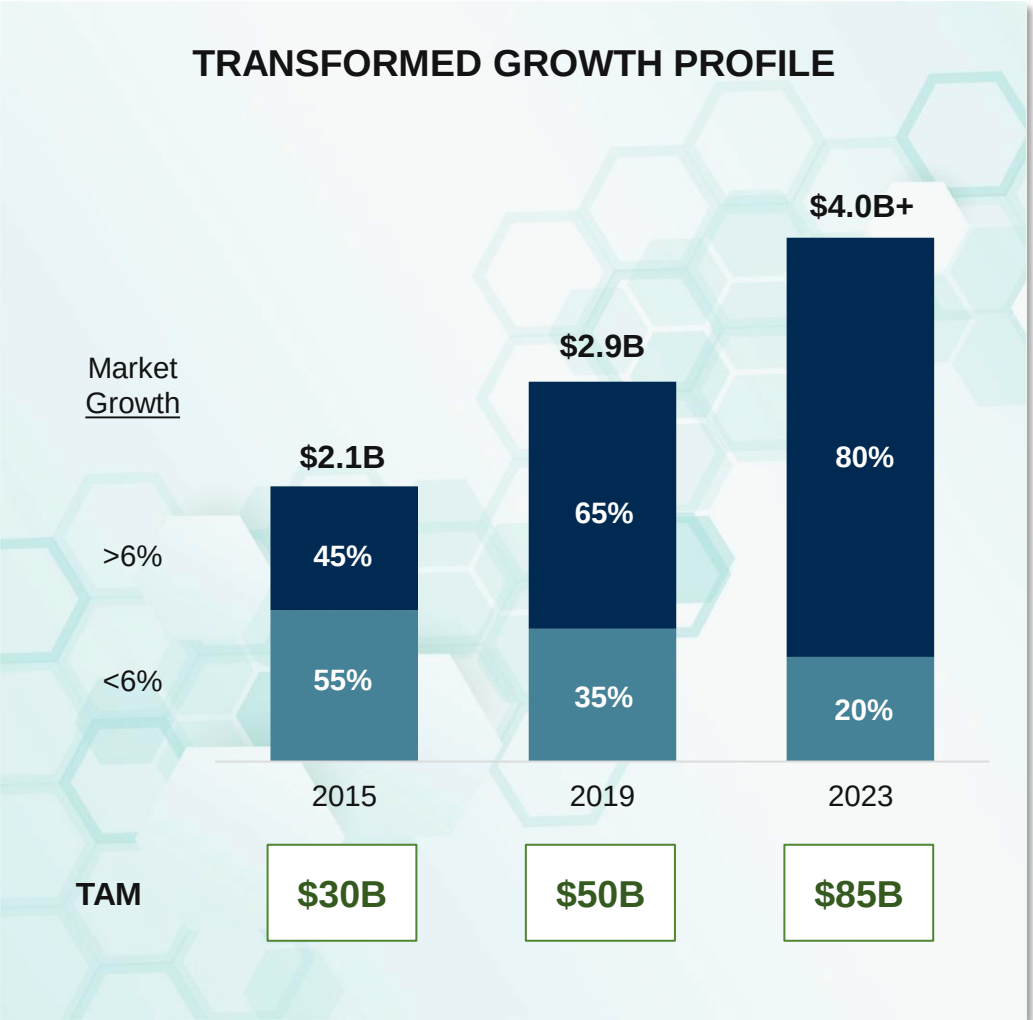
Capital  
Deployed

horizon  
INSPIRED CELL SOLUTIONS

Nexcelom  
Bioscience

SIRION  
BIOTECH

cisbio  
INTERACTION IS EVERYTHING



\* Includes Sirion Biotech and IDS acquisitions

# STRONG EXECUTION OF ACQUISITIONS

1

PORTFOLIO  
TRANSFORMATION

|                                                                                     | <u>2020 ROIC</u> | <u>Time Since Close</u> |
|-------------------------------------------------------------------------------------|------------------|-------------------------|
|    | +HSD             | 3 years                 |
|    | +HSD             | 1 year                  |
|    | +HSD             | 4 years                 |
|  | +LSD             | 1 year                  |
| <b>TOTAL</b><br>(26 acquisitions)                                                   | <b>6%</b>        | <b>Avg: ~2.7 years</b>  |

| TOTAL ACQUISITION PERFORMANCE                          |                                    |                                |
|--------------------------------------------------------|------------------------------------|--------------------------------|
| <b>11%</b><br>Avg. Annual Organic<br>Growth since 2015 | <b>80%</b><br>Recurring<br>Revenue | <b>85%</b><br>Ex-US<br>Revenue |
| <b>2020 Adjusted<br/>EPS Accretion</b>                 |                                    | <b>\$1.10</b>                  |

|                             |  |                  |  |                  |
|-----------------------------|-------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------|------------------|
|                             | <u>Pre-Acq.</u>                                                                     | <u>Post-Acq.</u> | <u>Pre-Acq.</u>                                                                     | <u>Post-Acq.</u> |
| Organic Growth              | Mid-Teens                                                                           | Mid-Teens        | LSD                                                                                 | HSD              |
| Adjusted Operating Profit % | 19%<br>(2017)                                                                       | 23%<br>(2019)    | 31%<br>(2019)                                                                       | 35%<br>(2020)    |

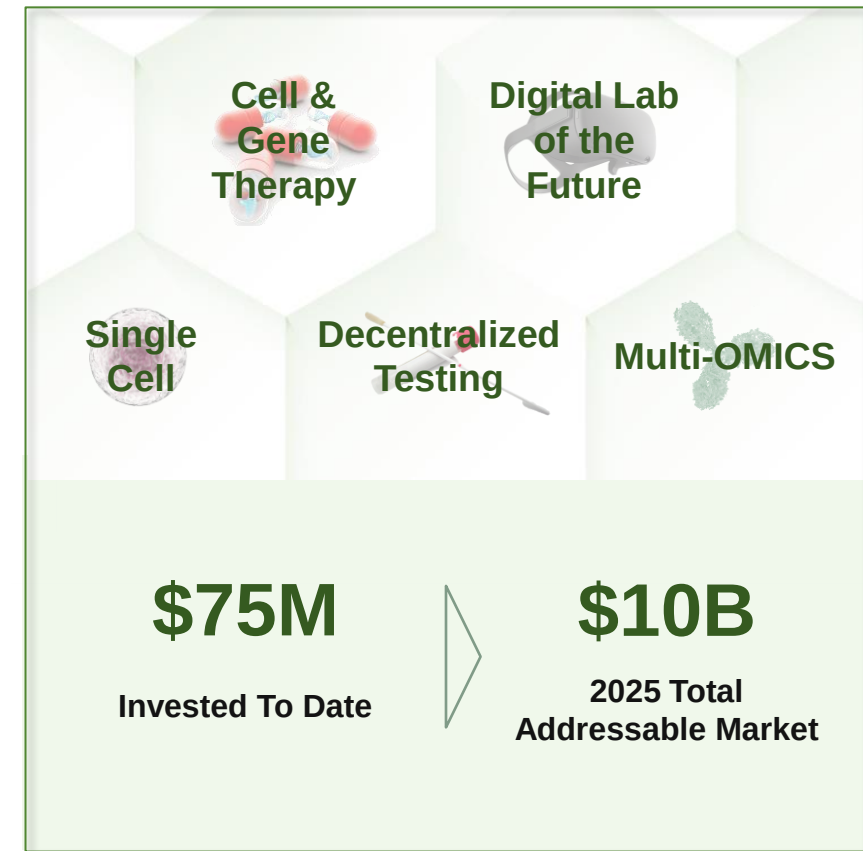
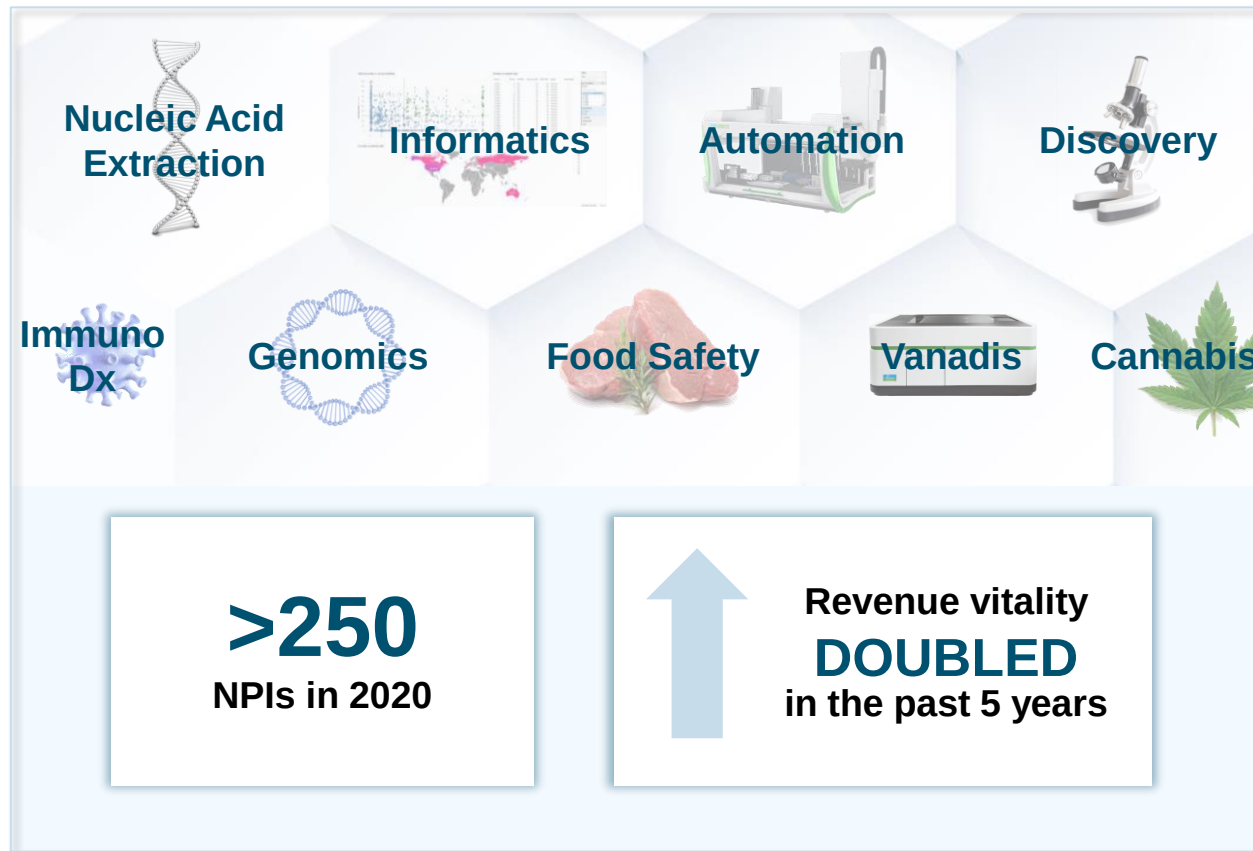
# FASTER, MORE TRANSFORMATIVE SOLUTIONS

2

TECHNOLOGY  
& INNOVATION

## TODAY: GROWTH DRIVERS

## TOMORROW: TRANSFORMATIVE AREAS



# INCREASE SHARE AND IMPROVE PRODUCTIVITY

3

COMMERCIAL  
EXECUTION

## SHARE



E-Commerce

Triple  
exposure



New  
Partnerships

\$50-100M  
opportunity

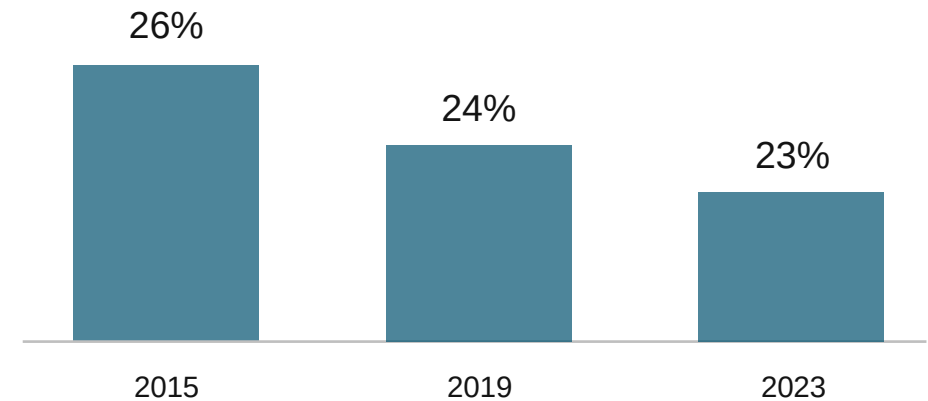


Key Account  
Reps

10% key  
account growth

## PRODUCTIVITY

SG&A % of revenue



## DRIVERS

Best-in-Class  
Service

Brand Strength

Bundling

Incentives

# STRONG AND CONSISTENT PERFORMANCE

4

OPERATIONAL  
EXCELLENCE



OPERATIONAL  
EXCELLENCE

## COST-OUT

**+\$100M**

2023 Operating Profit

## FREE CASH FLOW CONVERSION

**>\$2B**

2021 – 2023 FCF Generation  
Available for Capital Deployment

## QUALITY

**+25 bps**

Adj. Gross Margin opportunity

## ACQUISITION INTEGRATION\*

**+\$0.65**

2023 Adj. EPS

\* Generated from Horizon, Oxford, OMNI, Nexcelom Bioscience, Sirion Biotech, and IDS

# PURPOSE-DRIVEN CAREERS & THE BEST PLACE TO WORK

5

TALENT &  
CULTURE

## PKI BUILDING BLOCKS



## 2025 MEASURES OF SUCCESS

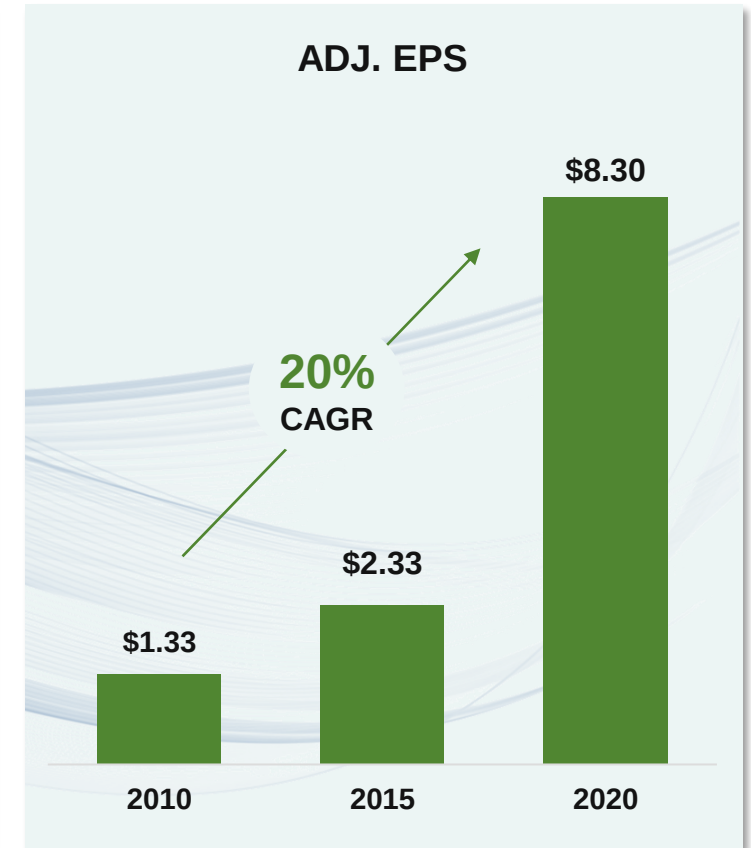
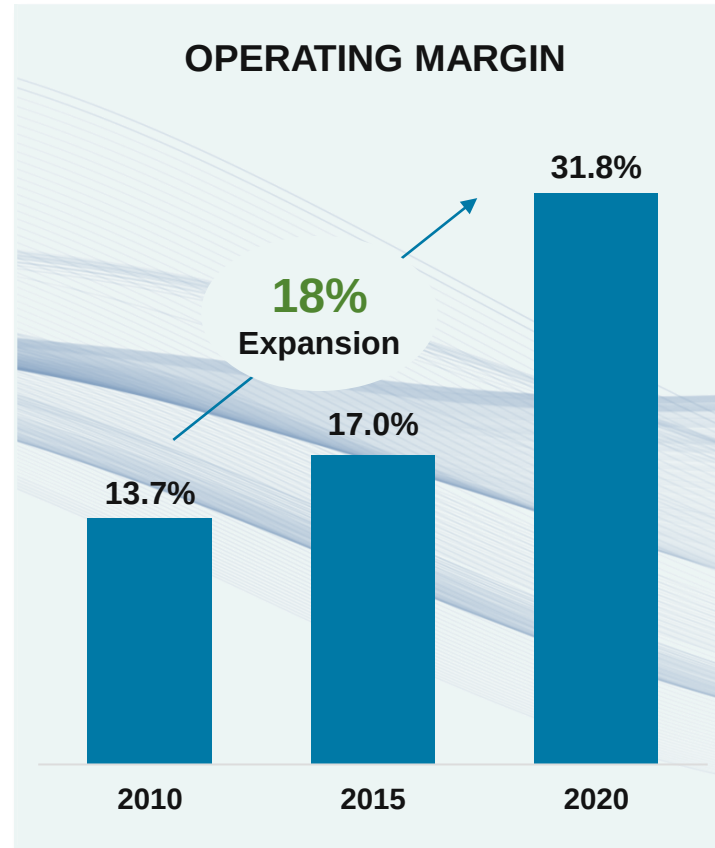
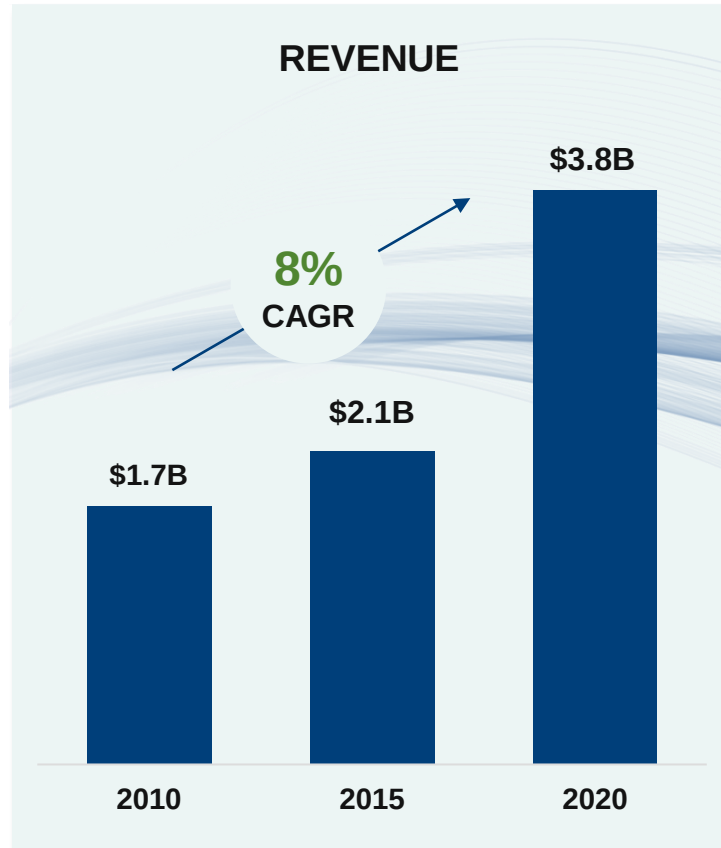
|                                                                                       |                               |                |
|---------------------------------------------------------------------------------------|-------------------------------|----------------|
|    | Employee Satisfaction         | <b>&gt;75%</b> |
|    | Voluntary Turnover            | <b>&lt;10%</b> |
|    | Internal Leadership Fill Rate | <b>50%</b>     |
|  | Female Leadership             | <b>40%</b>     |

## THE **NEW** PKI BUILT ON A STRONG FOUNDATION



Drive *strong*  
financial  
profile

# PERFORMANCE TRACK RECORD



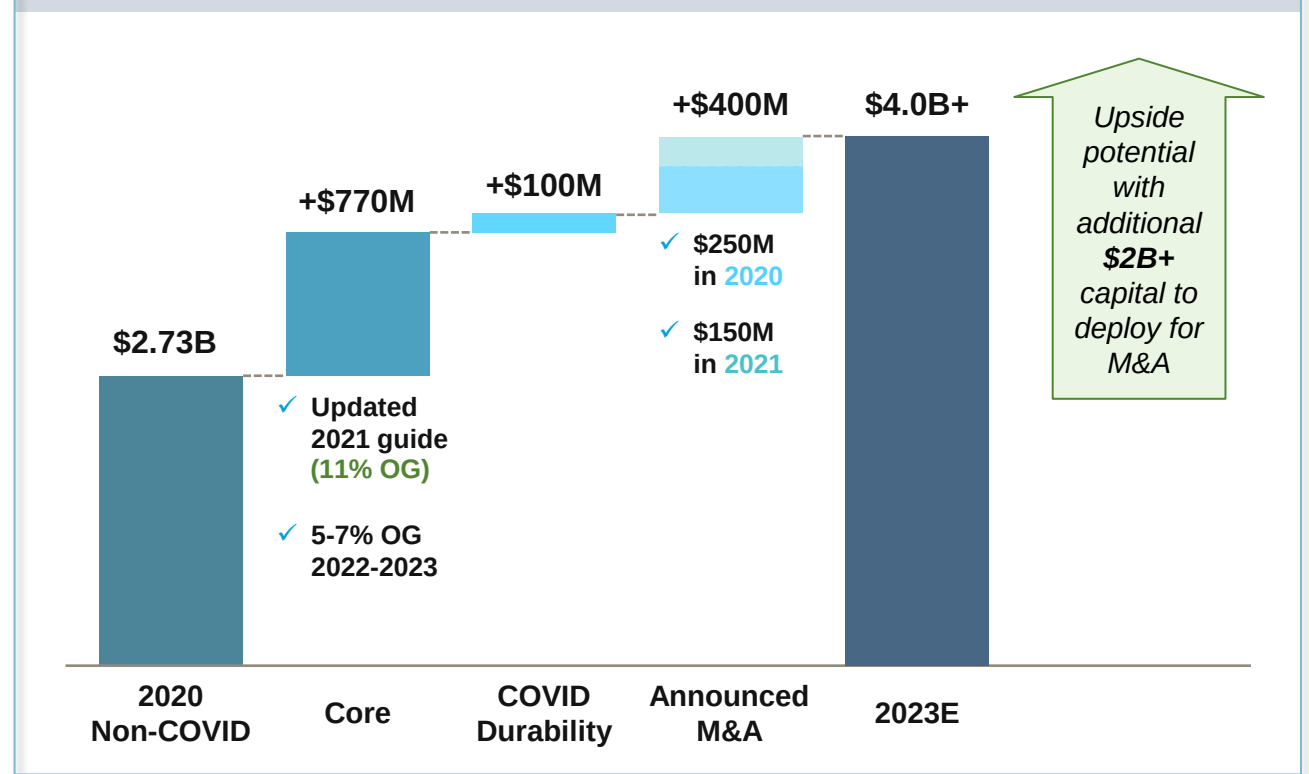
**13% ADJ. EPS CAGR FROM 2010 TO 2019**

# EXECUTING ON OUR 2023 PATHWAY TO \$4B+ IN REVENUE

## PRIOR PATHWAY

- ✓ Core organic growth of +5 to 7% per year from 2021 to 2023
- ✓ \$100M+ durable COVID product revenue
- ✓ \$250M revenue from Horizon Discovery, Oxford Immunotec, and OMNI International
- ✓ \$400M of future M&A / other

## UPDATED PATHWAY



**>\$6.50 Adj. EPS in 2023**

with upside from additional capital deployment

# NEW PERKINELMER

1



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## TALENT AND CULTURE

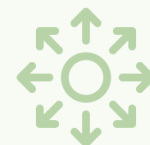
Purpose-driven careers and the best place to work

## LONG-TERM FINANCIAL ALGORITHM



Organic  
Growth

**+MSD to  
HSD**



Margin  
Expansion

**50-75  
bps / year**



Adj. EPS  
Growth  
*without* capital  
deployment

**>10%**



# Q&A Session

Thank You

