Various remarks that we may make about the company’s future expectations, plans and prospects constitute forward-looking statements for purposes of the safe harbor provisions under The Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated by these forward-looking statements as a result of various important factors, including those discussed in the company’s most recent Quarterly Report on Form 10-Q under the caption “Risk Factors,” which is on file with the Securities and Exchange Commission and available in the “Investors” section of our website under the heading “SEC Filings.” While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change and, therefore, you should not rely on these forward-looking statements as representing our views as of any date subsequent to today.
Non-GAAP Measures

During this presentation, we will be referring to certain financial measures not prepared in accordance with generally accepted accounting principles, or GAAP. The non-GAAP financial measures of Thermo Fisher’s results of operations and cash flows included in this presentation are not meant to be considered superior to or a substitute for Thermo Fisher’s results of operations prepared in accordance with GAAP. Definitions of these non-GAAP financial measures, as well as, for historical periods, a reconciliation of the non-GAAP financial measures to the most directly comparable GAAP measures, are available under the heading “GAAP/Non-GAAP Reconciliation & Financial Package” in the “Investors” section of our website, thermofisher.com.
• **Proposal 1: Election of Directors**

RESOLVED, that the following individuals be elected as directors of the Company, to hold office for a term expiring on the date of the 2020 Annual Meeting of Shareholders and until their respective successors are duly elected and qualified or until their earlier resignation, removal or death:

• Marc N. Casper
• Nelson J. Chai
• C. Martin Harris
• Tyler Jacks
• Judy C. Lewent
• Thomas J. Lynch

• Jim P. Manzi
• James C. Mullen
• Lars R. Sørensen
• Scott M. Sperling
• Elaine S. Ullian
• Dion J. Weisler

• **Proposal 2: An Advisory Vote on Executive Compensation**

RESOLVED, that the compensation paid to the Company’s named executive officers, as disclosed pursuant to the compensation disclosure rules of the Securities and Exchange Commission, including the compensation discussion and analysis, the compensation tables and any related material disclosed in the Company’s 2019 proxy statement, is hereby approved.

• **Proposal 3: Ratification of the Company’s Independent Auditors for 2019**

RESOLVED, that the Audit Committee’s selection of PricewaterhouseCoopers LLP as the Company’s independent auditors for 2019 is hereby ratified and approved.
What you should know about Thermo Fisher Scientific

- Who we are
- Who we serve
- How we succeed
- Why it matters
Who we are: The world leader in serving science

- **$25B** revenue
- **75,000** employees
- **$1B** invested in R&D

**Industry-leading scale**
- Unparalleled commercial reach
- Unique customer access
- Expanding global footprint

**Unmatched depth of capabilities**
- Leading innovative technologies
- Deep applications expertise
- Premier productivity partner
- Comprehensive services offering

Powered by our Practical Process Improvement (PPI) Business System
Who we are: A company that consistently delivers exceptional performance

**Revenue ($B)**
- 11% CAGR
  - 2011: $11.6
  - 2018: $24.4

**Adjusted EPS**
- 15% CAGR
  - 2011: $4.16
  - 2018: $11.12

**Free Cash Flow ($B)**
- 14% CAGR
  - 2011: $1.5
  - 2018: $3.8
Who we serve: Customers in attractive and growing end markets

Favorable Demographics
- Chronic conditions among aging populations
- Rising standard of living in emerging markets

Scientific Advances
- Strong investment in pharma, biotech and life science research
- Robust growth in biotherapeutics, gene and cell therapies

Technology Migration
- Research tools transitioning to clinical and applied markets
- Digital capabilities are creating new opportunities

Macro Environment
- Global regulations driving compliance in applied markets
- Increasing emphasis on laboratory and operational productivity

We are well-positioned in a very attractive market

$24.6B addressable market, growing 3 - 5%

$160B addressable market, growing 3 - 5%

Pharma & Biotech 39%

Industrial & Applied 19%

Academic & Government 22%

Diagnostics & Healthcare 20%
How we succeed: Our team is aligned to achieve our 2030 Vision

The unrivaled leader in serving science and one of the world’s most admired companies

An incredibly talented global team that brings diverse perspectives, collaborative energy and a passion to excel every day

Our customer-centric culture delivers a unique value proposition and sustained competitive advantage

Our unwavering commitment to innovation and to leadership in digital science enables our customers to make the world healthier, cleaner and safer

An exceptional track record of consistently delivering strong financial performance
How we succeed: Committed to our proven formula

Organic Growth
- High-impact innovation
- Scale in high-growth and emerging markets
- Unique customer value proposition

PPI Business System
- Productivity
- Quality
- Customer allegiance

Capital Deployment
- Strategic M&A
- Return of capital

Consistently delivering strong EPS growth
Why it matters: We are committed to doing business the right way

- Our Mission is to enable our customers to make the world healthier, cleaner and safer
- Our products, technologies and services benefit the environment and society globally
- We take deliberate actions to reduce our environmental impact while strengthening the sustainability of our business for the long term

It starts with our Mission

Environment
Innovating to serve our customers and minimizing our impact on the planet

Communities
Making a difference globally with a focus on promoting STEM education

Operational Integrity
Ensuring proper practices and ethics in our business and relationships

Strong focus on environmental, social and governance (ESG)
Why it matters: Our Mission is our purpose

Healthier
Supporting vaccine development to protect children from a respiratory tract virus

Cleaner
Ensuring clean air in China and enabling insights into global climate change

Safer
Protecting police and the public in more than 75 countries from lethal opioids

We enable our customers to make the world healthier, cleaner and safer