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.
**PKI AT A GLANCE**

**Overview**

- **$3.8B** 2020 Revenue
- +15% increase to LS/Dx mix
- Discovery & Analytical Solutions (DAS)
- 38% AMERICAS
- 36% EUROPE
- 26% APAC
- ...supported by 15,000 global employees spanning ~40 countries

**Portfolio Breakdown**

- 75% CONSUMABLES
- 25% SERVICES
- 40% SOFTWARE

**Select Portfolio Additions**

- ~$9B deployed capital*
- Key: vs 2015

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

**Future Outlook**
PKI HAS RECENTLY UNDERGONE A PORTFOLIO TRANSFORMATION

Select Portfolio Additions

- T-Cell Expertise
- Flow Cytometry
- ChLIA Automation
- Specialty Dx Menu
- Multiplex Dx
- Molecular Sample Prep
- Cell & Gene Therapy
- Proteogenomics
- Cell Counting & Analysis
- Base Editing
- Neuroscience
- Viral Vectors
- Stem Cells

Expanded capabilities in fast-growing LS and Dx end markets
Contents

1. PKI Overview
2. Our ESG Strategy
3. Future Outlook
When it comes to environmental sustainability, we take our mission of “innovating for a healthier world” literally. We believe that innovating for a healthier world starts with taking care of our people and our communities. Sound corporate governance is a crucial component of PerkinElmer’s guiding business philosophy.

**Focus and priorities:**
- Carbon emissions
- Water conservation
- Energy conservation
- Hazardous waste
- Product sustainability

**Focus and priorities:**
- Volunteerism
- Philanthropy
- Diversity, equity, & inclusion
- Education & professional development
- Employee Satisfaction

---

**Targeted actions…**

**ENVIRONMENTAL**
When it comes to environmental sustainability, we take our mission of “innovating for a healthier world” literally.

**Focus and priorities:**
- Carbon emissions
- Water conservation
- Energy conservation
- Hazardous waste
- Product sustainability

**SOCIAL**
We believe that innovating for a healthier world starts with taking care of our people and our communities.

**Focus and priorities:**
- Volunteerism
- Philanthropy
- Diversity, equity, & inclusion
- Education & professional development
- Employee Satisfaction

**GOVERNANCE**
Sound corporate governance is a crucial component of PerkinElmer’s guiding business philosophy.

**Focus and priorities:**
- Climate change & compliance
- Business ethics
- Alignment with industry standards
- Risk assessment and readiness
- Data privacy and security

---

…to achieve meaningful goals:

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

**2. WASTE REDUCTION**
Achieve 15% reduction in non-hazardous / non-recyclable waste going to landfills by 2025

**3. EMPLOYEE SATISFACTION**
Consistent employee satisfaction >75% and reduce voluntary turnover to <10%

**4. FEMALE REPRESENTATION**
Increase female representation in leadership positions to 40% by 2025
ENVIRONMENTAL OVERVIEW

STATED GOAL

1. EMISSIONS REDUCTION
   - 30% reduction of Scope 1 & 2 Emissions by 2030 (vs. 2019) and net carbon neutrality by 2040

2. WASTE REDUCTION
   - Achieve 15% reduction in non-hazardous / non-recyclable waste going to landfills by 2025

PROGRESS

- Decreased 2020 scope 1 and 2 emissions by 8.5%
- 5.2 tons of laboratory equipment, 122 tons of packaging materials, and 19.8 kilograms of batteries collected and recycled from PKI facilities

OTHER ENVIRONMENTAL INITIATIVES

- Installed 1.9MW solar panel system at Shelton, CT plant
- Hazardous waste volumes decreased 15% in 2020
- Water usage intensity declined 15% in 2020
- Water reclamation system to reduce waste in chip fabrication plant

- Hazardous waste volumes decreased 15% in 2020
- Water usage intensity declined 15% in 2020
- Water reclamation system to reduce waste in chip fabrication plant
SOCIAL OVERVIEW

3 EMPLOYEE SATISFACTION

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

4 FEMALE REPRESENTATION

Increase female representation in leadership positions to 40% by 2025

OTHER SOCIAL INITIATIVES

Donated 1 million rapid COVID-19 antigen tests to combat the pandemic in India

Seeded $10M charitable foundation for employee donation matching

1st company-wide Employee Resource Group: PKI Women’s Forum

Headline sponsor for Africa Healthcare Week Online

PROGRESS

77% employees share critical feedback, with average 7.8 / 10 engagement score for employee motivation, commitment, and connection to the company

45% YTD leadership positions have been filled by female candidates
**KEY GOVERNANCE INITIATIVES**

- **Management of real estate footprint** to reduce emissions, waste, & energy.
- **Dedicated Hotlines** for compliance and inappropriate workplace behavior.
- **Established ESG Steering Committee**
- **25% of board members are female**
- **88% of board, including chairperson, are non-executive and independent of PKI**
- **Formalized board oversight for ESG within Nominating & Corporate Governance Committee**
- **Began to communicate ESG progress in accordance with SASB guidelines**
**Board Overview**

**Skills & Experience**

Percent of Board Members with Relevant Skills / Experiences:

- Strategic & Executive Leadership: 100%
- Public Company Board Experience: 88%
- Industry: 75%
- International Experience: 63%
- Mergers & Acquisitions: 50%
- Investment Management: 50%
- Finance/Capital Markets: 50%
- CEO of Public Company: 50%

**Independence & Gender Diversity**

- Male: 2
- Female: 6
- 25% Female
- 88% Independent

**Tenure**

- 0 to 5 Years: 50%
- 6 to 15 Years: 50%
- 16+ Years: 50%

**Key Committees**

- Meetings Chair
  - Audit: 9 Indep.
  - Comp & Benefits: 7 Indep.
  - Nominating & Gov: 6 Indep.

*100% of Board subject to annual re-election*
EXECUTIVE COMPENSATION HIGHLIGHTS

Aligns with Stockholder Interests

Compensation has a balanced focus on **stock price appreciation** and the **achievement of financial metrics** that are **drivers of long-term shareholder value creation**

<table>
<thead>
<tr>
<th>Position</th>
<th>Ownership Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO / Chairman</td>
<td>5X annual base salary</td>
</tr>
<tr>
<td>Exec &amp; SVP</td>
<td>2X annual base salary</td>
</tr>
<tr>
<td>VP</td>
<td>1X annual base salary</td>
</tr>
</tbody>
</table>

- 68% of CEO target compensation is in the form of equity awards
  - Includes restricted stock, PRSUs, and stock options
- 86% of CEO target compensation is **“at-risk”** to align with the pay-for-performance philosophy

**Aligns Pay with Performance**

**Annual (Short-Term) Cash Incentive Bonus**

- **50%** Organic Revenue Growth
  - Reflection of focus on growing core businesses

- **35%** Adjusted EPS
  - Focus on revenue & profitability growth, critical to creating shareholder value

- **15%** FCF
  - Indicates efficient operating performance

**Note:** ESG targets to be evaluated for addition to Executive Compensation equation in 2022.
EXECUTIVE COMPENSATION PRINCIPLES & BENCHMARKING

What We Do:

✓ Clawback policy on incentive plans & certain stock option gains
✓ Meaningful stock ownership guidelines for execs & directors
✓ Regular review of exec compensation & benefit program through independent committee that meets regularly without management
✓ Retain independent third-party consultant on compensation
✓ Annual shareholder advisory vote on compensation program
✓ Significant portion tied to company performance
✓ Annual compensation risk assessment process
✓ Compensation evaluation against competitive company peer group occurs annually

What We Don’t Do:

× No hedging or pledging of company stock
× No excise tax gross-ups
× No option repricing without stockholder approval
× No unnecessary risk taking in our compensation programs
× No single trigger equity vesting upon change in control

CEO Compensation vs Pay Peer Group*

Relative Total Shareholder Return (TSR) for Long-Term Incentives

59th Percentile

for three-year period (2018-2020) in comparison to PKI’s adjusted peer group companies

Source: *BOD Committee-approved peer group of 39 companies – for determining relative TSR, companies acquired during the 3-year performance period were removed
**Aligned with Sustainability-focused Initiatives and Reporting**

Commitment to transparency and continuous improvement by aligning with sustainability-focused reporting formats

- **Product safety** – zero product safety violations or alerts
- **Ethical marketing** – zero legal proceedings associated with false marketing claims
- **Product design** – rigorous verification and validating
- **Supply chain** – 3rd party audits for PKI and its suppliers’ manufacturing and product quality
- **Business ethics** – zero legal proceedings from corruption / bribery

- **Carbon emissions** – In 2020, scope 1 and 2 emissions decreased 8.5%
- **Water consumption** – 2020 water usage intensity declined 15% (adjusted for revenue growth)

**Drives impact by aligning with Science-based emission reduction targets**

- PKI is committed to 30% reduction in Scope 1 and 2 Emissions by 2030
- Emissions commitments aligned with past Science Based Targets framework; PKI will continue to re-evaluate and increase its commitments as SBTi standards evolve
Contents

1. PKI Overview
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WE RATE WELL RELATIVE TO OUR PEERS

MSCI

MSCI ESG RATINGS

In 2021, PerkinElmer received a rating of BBB in the MSCI ESG Ratings assessment.

Sources: MSCI’s ESG Ratings Report of PKI as of 10/2021; Sustainalytics Ratings Report of PKI as of 10/2021

Disclaimer: THE USE BY PERKINELMER OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES (“MSCI”) DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF PERKINELMER BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS AND ARE PROVIDED ‘AS-IS’ AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

Sustainalytics

ESG Risk: 

<table>
<thead>
<tr>
<th>Company</th>
<th>Rating</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>ThermoFisher</td>
<td>14.2</td>
<td>4</td>
</tr>
<tr>
<td>Agilent</td>
<td>16.5</td>
<td>7</td>
</tr>
<tr>
<td>Qiagen</td>
<td>16.5</td>
<td>8</td>
</tr>
<tr>
<td>PerkinElmer</td>
<td>18.3</td>
<td>22</td>
</tr>
<tr>
<td>Waters</td>
<td>18.3</td>
<td>23</td>
</tr>
<tr>
<td>biotechne</td>
<td>19.3</td>
<td>30</td>
</tr>
<tr>
<td>eurofins</td>
<td>19.7</td>
<td>35</td>
</tr>
</tbody>
</table>

Sources: Sustainalytics Ratings Report of PKI as of 10/2021

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KEY ESG GOALS MOVING FORWARD

PRIORITIZED GOALS:

1. EMISSIONS REDUCTION
   - Decreased 2020 scope 1 and 2 emissions by 8.5%
   - UK team converted all company cars to hybrid vehicles
   - Piloting a dashboard to track carbon emissions saved as a result of remote sessions with customers in EMEA

2. WASTE REDUCTION
   - Decreased 2020 hazardous waste volumes by 15%
   - Hired environmental engineer to reduce hazardous waste
   - Shipping locations implemented programs to reuse boxes and packaging materials
   - Companywide recycling programs

3. EMPLOYEE SATISFACTION
   - 7.8 / 10 engagement score for employee motivation, commitment, and connection to the company
   - 77% employees share critical feedback
   - Implemented new learning resources: BetterUp and PerkinElmer Leadership Academy

4. FEMALE REPRESENTATION
   - 45% YTD leadership positions filled by female employees
   - Launched first companywide Employee Resource Group: PerkinElmer Women’s Forum
   - International Women’s Day celebrations and events

PROGRESS TO DATE:
ONE MISSION

Countless Opportunities
### Accounting Metric

<table>
<thead>
<tr>
<th>Accounting Metric</th>
<th>SASB Code</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Affordability and Pricing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratio of weighted average rate of net price increases (for all products) to the increase in U.S. Consumer Price Index</td>
<td>HC-MS-240a.1</td>
<td>PerkinElmer does not disclose this data. Please see the Ethical Marketing section of our 2021 Corporate Responsibility report for additional detail.</td>
</tr>
<tr>
<td>Description of how price information for each product is disclosed to customers or to their agents</td>
<td>HC-MS-240a.2</td>
<td>Pricing provided by PerkinElmer to customers varies by business line but includes electronic, telephonic, and mail quoting disclosures. Pricing is dependent upon geographic region, customer type, type of channel, and other factors. Some business lines (ex. Service/Instruments) also operate under multi-year contractual arrangements.</td>
</tr>
<tr>
<td><strong>Product Safety</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of recalls issued, total units recalled</td>
<td>HC-MS-250a.1</td>
<td>During 2020, PerkinElmer had zero recalls that were reported to the FDA. There were four product recalls that were reported to non-U.S. national regulatory authorities that were corrected or removed from the market.</td>
</tr>
<tr>
<td>List products listed in FDA’s MedWatch Safety Alerts for Human Medical Products database</td>
<td>HC-MS-250a.2</td>
<td>There are no products listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database which can be found here: <a href="https://www.fda.gov/safety/medwatch-safety-information-and-adverse-event-reporting-program">https://www.fda.gov/safety/medwatch-safety-information-and-adverse-event-reporting-program</a></td>
</tr>
<tr>
<td>Number of fatalities related to products as reported in FDA Manufacturer and User Facility Device Experience</td>
<td>HC-MS-250a.3</td>
<td>None</td>
</tr>
<tr>
<td>Number of FDA enforcement actions taken in response to violations of cGMP by type</td>
<td>HC-MS-250a.4</td>
<td>None</td>
</tr>
<tr>
<td><strong>Ethical Marketing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total amount of monetary losses as a result of legal proceedings associated with false marketing claims</td>
<td>HC-MS-270a.1</td>
<td>None</td>
</tr>
<tr>
<td>Description of code of ethics governing promotion of off-label use of products</td>
<td>HC-MS-270a.2</td>
<td>We represent our products and services in a truthful and balanced way and comply with applicable regulatory and legal requirements governing our products and services’ marketing and sale. We promote our diagnostic products solely on their approved usages and maintain a robust internal review process to assure all marketing and external communications adhere to these requirements.</td>
</tr>
</tbody>
</table>

### Accounting Metric

<table>
<thead>
<tr>
<th>Accounting Metric</th>
<th>SASB Code</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supply Chain</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of entity’s facilities participating in third-party audit programs for manufacturing and product quality</td>
<td>HC-MS-430a.1</td>
<td>All medical device facilities at PerkinElmer under ISO 13485 are subject to annual audits by Notified Bodies. Non-medical facilities operating under ISO 9001 are audited a minimum of once every three years by Registrars.</td>
</tr>
<tr>
<td>Percentage of Tier 1 suppliers’ facilities participating in third-party audit programs for manufacturing and product quality</td>
<td>HC-MS-430a.1</td>
<td>PerkinElmer does not currently report the percentage of Tier 1 supplier facilities participating in third-party audit programs for manufacturing or product quality.</td>
</tr>
<tr>
<td>Description of efforts to maintain traceability within the distribution chain</td>
<td>HC-MS-430a.2</td>
<td>Our traceability through the supply chain is managed through our service provider, TPPs, who performs due diligence on all the components we use. Through its efforts to all our suppliers, we are able to identify non-compliant materials and non-hazardous replacements. We perform due diligence for all relevant regulatory substances including RoHS, REACH, California Prop65, and the presence of conflict minerals. Supplier documentation is obtained to verify all compliance requirements.</td>
</tr>
<tr>
<td><strong>Business Ethics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption</td>
<td>HC-MS-510a.1</td>
<td>None</td>
</tr>
<tr>
<td>Description of code of ethics governing interactions with health care professionals</td>
<td>HC-MS-510a.2</td>
<td>We have adopted the Advamed code through our updated Supplemental Code of Ethics (SCE) which reflects our commitment to ethical practices in developing, testing, marketing and selling our products, and consolidates legal and regulatory requirements, together with guidance and best practices from a number of sources including the Department of Health and Human Services’ Office of the Inspector General publications on prevention of Fraud, Waste and Abuse.</td>
</tr>
</tbody>
</table>
# Board Member Detail

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Position</th>
<th>Skills</th>
<th>Tenure (Years)</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prahlad Singh, PhD</td>
<td>President &amp; CEO, PKI</td>
<td>Leadership of global innovators in healthcare technology, detailed understanding of core technologies and operational strategies</td>
<td>2</td>
<td>Executive</td>
</tr>
<tr>
<td>Peter Barrett</td>
<td>Former PKI Executive Partner, Atlas Venture</td>
<td>Life sciences leadership and institutional investment, deployment of strategic growth initiatives, performance of governance obligations</td>
<td>9</td>
<td>Former Executive</td>
</tr>
<tr>
<td>Samuel R. Chapin</td>
<td>Retired EVC, BoA Merrill Lynch</td>
<td>Industrial marketplace knowledge as well as deep expertise in strategic advisory, M&amp;A, and deal financing</td>
<td>4</td>
<td>Independent</td>
</tr>
<tr>
<td>Dr. Sylvie Grégoire, PharmD</td>
<td>Advisor to biotech companies</td>
<td>Strategic direction oversight and management of commercial operations, manufacturing and regulatory affairs in biotech industry</td>
<td>6</td>
<td>Independent</td>
</tr>
<tr>
<td></td>
<td>Former President of Human Genetic Therapies division of Shire plc</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alexis P. Michas</td>
<td>Non-Executive Chairman, PKI Managing Partner, Juniper Investment Company, LLC</td>
<td>Private equity experience, transactional expertise in M&amp;A, IPOs, debt and equity offerings, and bank financing, and global debt and equity market trends and the impact on capital structure</td>
<td>20</td>
<td>Independent COB</td>
</tr>
<tr>
<td>Michel Vounatsos</td>
<td>CEO, Biogen Inc.</td>
<td>Biotech, healthcare and pharmaceutical industry knowledge, global leadership background, and medicine and business educational background</td>
<td>1</td>
<td>Independent</td>
</tr>
<tr>
<td>Frank Witney</td>
<td>Former CEO, Affymetrix, Inc.</td>
<td>Deep market knowledge across life sciences, diagnostics, and analytical instruments industries</td>
<td>5</td>
<td>Independent</td>
</tr>
<tr>
<td>Pascale Witz</td>
<td>Former EVP, Diabetes &amp; Cardiovascular, Sanofi, S.A.</td>
<td>Global healthcare management, product launch, pipeline strengthening, and R&amp;D expertise</td>
<td>3</td>
<td>Independent</td>
</tr>
</tbody>
</table>

100% of Board subject to annual re-election