

The Shape of Things To Come: Massachusetts 2020

Thermo Fisher Scientific Company Overview

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President, Analytical Instruments
June 18, 2010



The world leader in serving science

Thermo Fisher Scientific Company Overview

We are the leading provider of analytical instruments, equipment, reagents and consumables, software and services for research, analysis, discovery and diagnostics.

● Scale

- \$10+ billion in revenues
- 35,000 employees in 40 countries
- 350,000 customers in 150 countries
- #234 on Fortune 500

● Depth

- Innovative products
- Applications expertise
- Scientific productivity partner

● Leading Brands

- Thermo Scientific: innovation
- Fisher Scientific: convenience

The world leader in serving science

An Increasingly Important Mission

Enabling our customers to make the world...

Healthier



Cleaner



Safer

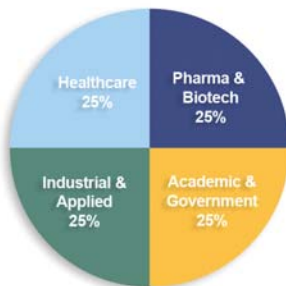


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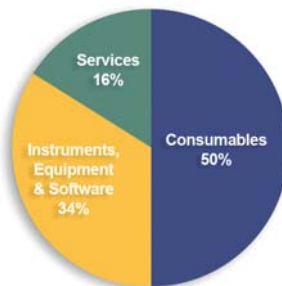
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Attractive Revenue Profile

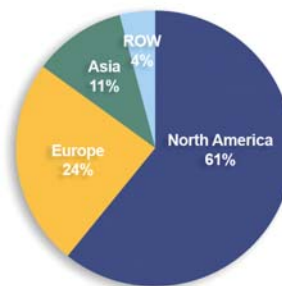
Attractive End Markets



Complete Portfolio



Unmatched Global Reach



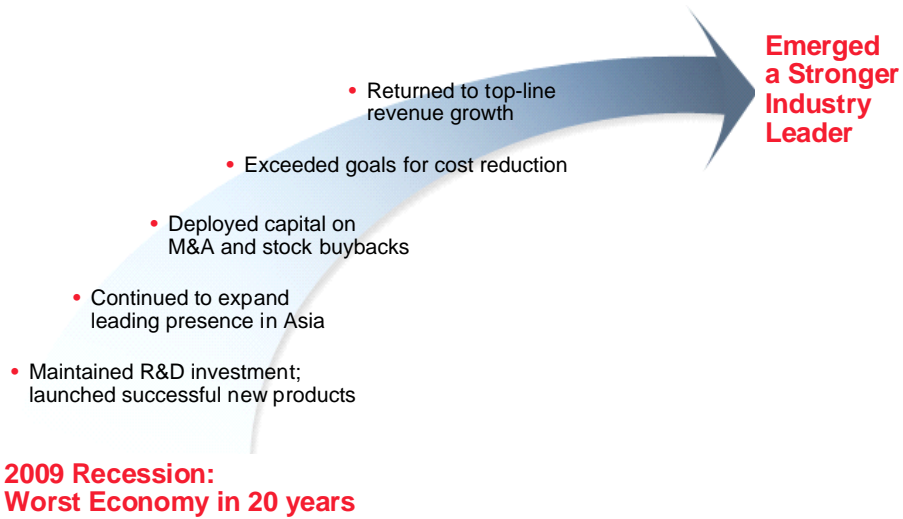
Global leader in products and services for life sciences and healthcare

NOTE: Based on 2009 revenues

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Thermo Fisher Response to Recession



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Favorable Macro-Economic Trends

Macro Trends	Thermo Fisher Scientific is Well-Positioned
Aging population	More than 2/3 of revenue from life science and healthcare markets
Growth in emerging markets	Largest footprint in Asia and continuing to expand
Increased concern for consumer product safety	World-class portfolio with strength in chemical, elemental and microbiological analysis
Increased environmental regulation	Leading technologies in air, water and radiation monitoring
Biopharma consolidation	Only supplier with depth of capabilities that enable customers to achieve merger synergies

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