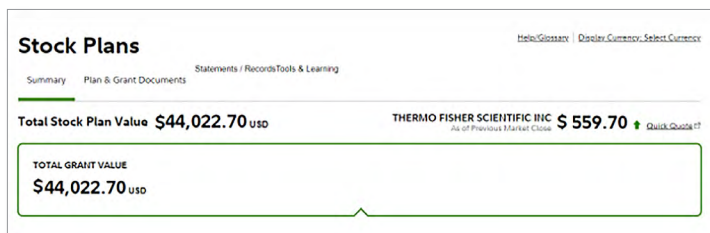


How to Understand Your Equity Award Value in Your Stock Plan Account

LTI awards granted to you can be viewed in your stock plan account at NetBenefits.com/ThermoFisher. The value of your Thermo Fisher equity awards is determined by several factors, which can cause your award value to fluctuate during its vesting period. So, how can you determine the value of your equity awards in your stock plan account?

Total Award Value

At the top of the Stock Plans page, you'll see your "Total Grant Value," which represents the current intrinsic value, or the current market value of your equity awards, including any unvested awards. The intrinsic value is based on the prior day's closing market price for Thermo Fisher stock, which is displayed on the top right of the page. **This total value is the estimated potential value of all your equity awards once they are vested and exercisable.**



For illustrative purposes only.

Individual Equity Awards

To see your partially and/or fully vested awards, select the *Your Grants* section.

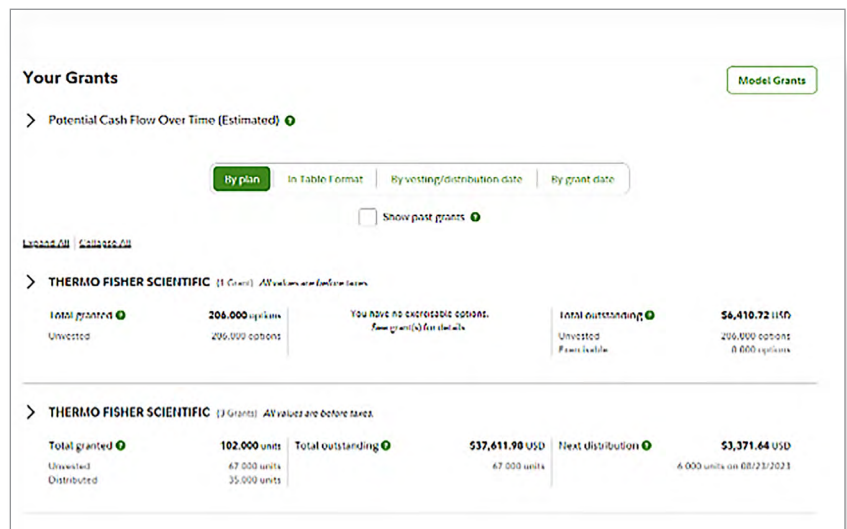
Here, you can view your awards:

By plan In table format

By vesting/distribution date By grant date

You can also view the pre-tax values of your different award breakdowns. This page shows the number of awards, options, or units you were granted, and then the current market value of each.

When you view your awards in table format, you can see the vest dates for your unvested awards, their current exercisable value, and your current tax withholding method. Each award type will appear separately to display the relevant information.



For illustrative purposes only.

Want more information? While logged into your stock plan account, you can also view plan and grant documents, statements, and tools and learning resources.



You can also speak with a Fidelity Stock Plan Services LLC representative by calling **1-800-TFS-0076** (1-800-837-0076). Colleagues outside of the U.S. should go to fidelity.com/globalcall to find country-specific contact information.

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Your company has requested that Fidelity Stock Plan Services, LLC, send this important information to you.

Fidelity Stock Plan Services, LLC, provides recordkeeping and/or administrative services to your company's equity compensation plan, in addition to any services provided directly to the plan by your company or its service providers.

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