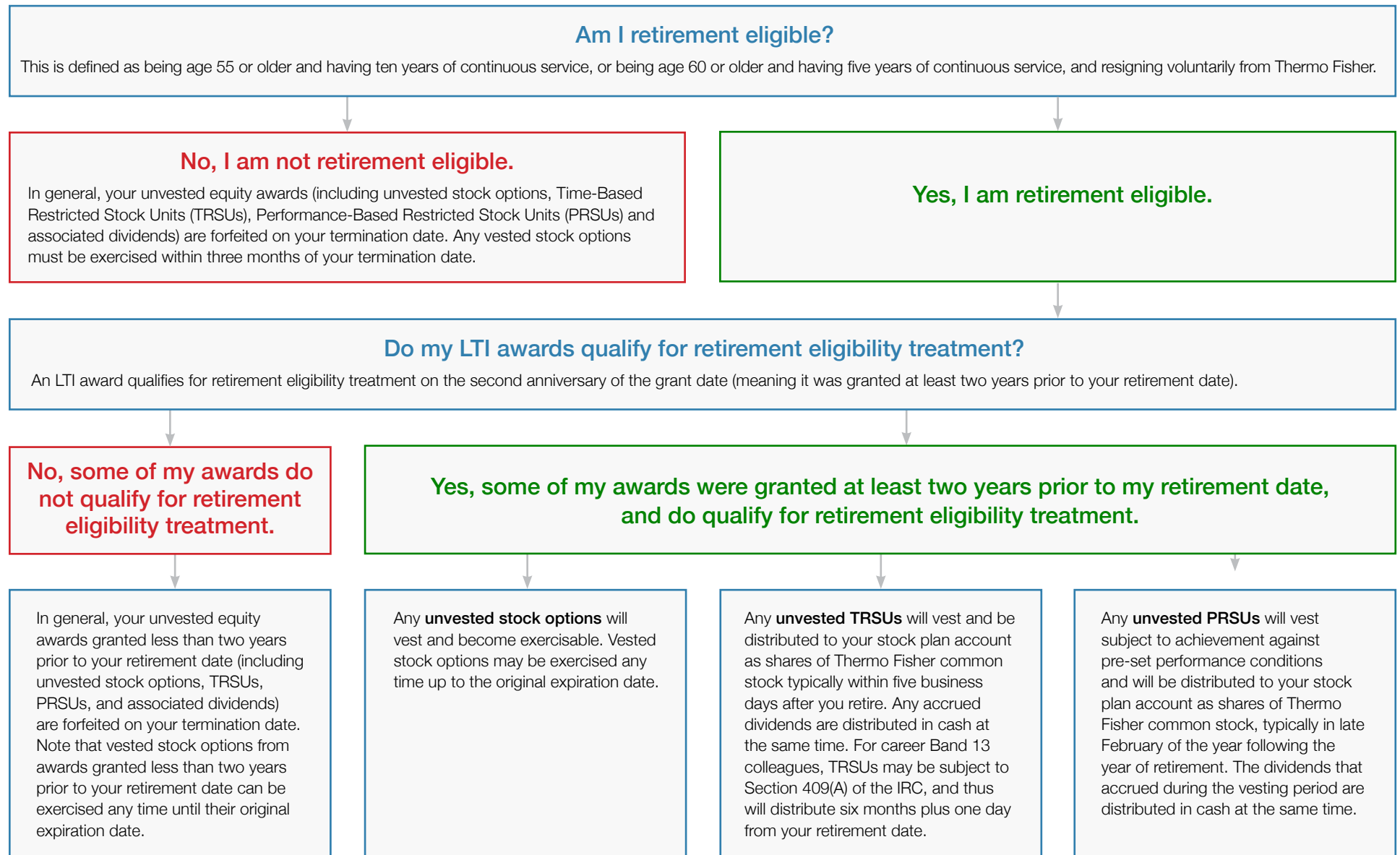




How Your LTI Awards are Impacted When You Leave Thermo Fisher

Like your other Thermo Fisher benefits, your LTI awards will be impacted if and when you leave Thermo Fisher. To determine how your awards will be impacted, follow the flow chart below.





How Your LTI Awards are Impacted When You Leave Thermo Fisher

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The grant agreement and plan document located within the colleague's stock plan account are the legal binding documents covering the treatment of each LTI award. If there is ever a conflict among what is stated above and the applicable agreements and plan documents, the agreements and the plan documents will always govern.

Colleagues will continue to have access to their personal stock plan account if the account contains a US dollar cash balance or previously vested shares of Thermo Fisher common stock. Once the account no longer contains any assets, colleagues will continue to have access for at least two years.



If you have questions about your retirement eligibility and/or the treatment of your LTI awards, call a Stock Plan Services Representative at **1-800-TFS-0076** (1-800-837-0076). Colleagues located outside of the U.S. can visit [fidelity.com/globalcall](https://www.fidelity.com/globalcall) for country-specific contact information.

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

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