



IDEXX Laboratories, Inc.

**2021 Annual Meeting of Shareholders
May 12, 2021**

Answers to Shareholders' Questions

We received the following questions before and during our 2021 Annual Meeting of Shareholders. Below are those questions and corresponding answers. Please note we have made some minor edits for clarity and brevity and also consolidated responses to multiple questions on the same topic together and provided one response to the consolidated question.

IDEXX's answers, including any forward-looking statements in this document, reflect management's views as of May 12, 2021. Forward-looking statements are subject to many risks and uncertainties that could cause actual results to differ materially from those expressed or implied in these forward-looking statements. These risks and uncertainties include the risks that are described in IDEXX's SEC filings, including IDEXX's most recent reports on Forms 10-K and 10-Q, copies of which may be obtained by visiting our website at www.idexx.com or the SEC's website at www.sec.gov.

IDEXX does not undertake, and expressly disclaims any obligation, to update any forward-looking statement, whether as a result of new information, future events or otherwise.

Question: Does IDEXX plan on splitting its common stock?

Answer: IDEXX does not have plans to split its common stock. Stock splits have significant administrative costs and do not change the intrinsic value of our shareholders' equity in IDEXX. In addition, fractional share ownership is now offered by more discount brokerages, which helps make higher priced shares (such as IDEXX stock) more accessible to individual investors.

IDEXX also modified its Employee Stock Purchase Plan at the end of 2020 so that employee participants, beginning in 2021, will be able to purchase notional fractional shares of IDEXX stock – not just whole shares – at a discount to market price using their payroll deductions under the plan. This change permits greater participation by our eligible employees in this valuable employee benefit.

Question: Why has the stock price been going down? Do you think it will go up soon?¹

Answer: We cannot comment on daily stock movements, which may be affected by various factors, some of which are under IDEXX's control and others which are beyond our control. Our Board and executive team are focused on the sustainable creation of long-term value for all our stakeholders. Over the longer term, we have confidence in the attractiveness of our served markets and business strategy and potential for continued strong financial returns.

¹ This question was submitted on or about April 11, 2021, and our closing stock price on April 9, 2021 was \$503. On May 11, 2021, our closing stock price was \$528.



Question: Where are the women candidates for the Board?

Answer: While one of our female directors – Rebecca Henderson – is retiring from the Board after 18 years of outstanding service, three of our 10 remaining directors, or 30% of the Board, are women. Our Board is proud of our continued focus on Board refreshment and diversity, which we believe enhances our effectiveness. For more information regarding the women—and all the directors who serve on our Board— please refer to their biographies in our proxy statement. In addition to biographical information about them, you will also find information regarding some of their key experiences, qualifications, attributes and skills that they each contribute to our Board.

Question: Why isn't there a DVM – or a Doctor of Veterinary Medicine – on the Board?

Answer: IDEXX's Board is committed to Board effectiveness, including through ensuring that a wide range of backgrounds and experiences are represented on our Board. IDEXX values the work of DVMs, who comprise much of our customer base, as well as a significant portion of our employee base, and who inspire us every day to fulfil our Purpose. In addition, our Board values DVMs' perspectives and insights and periodically invites DVMs to our meetings to discuss various topics, such as DVM education and veterinary healthcare trends.

Question: Why does the Board Chair letter in the proxy statement describe some of the self-identified backgrounds of the Directors, including gender, race, ethnicity and disability status, rather than having the letter disclose what our Board envisions for the future?

Answer: The Board Chair letter shares information regarding the diversity characteristics of our Directors because we believe that having a diversity of backgrounds, experiences, education, knowledge, skills and capabilities on our Board – including gender, racial and ethnic diversity – enhances our ability to provide effective oversight and fulfil our responsibilities to IDEXX and our shareholders and other stakeholders. As highlighted in the Board Chair letter, those responsibilities include providing productive oversight of the Company's strategic plans and risk management capabilities, including in key areas such as leadership succession planning and environmental, social and governance (ESG) strategy and initiatives.

Question: What are IDEXX's goals in developing more testing for human health?

Answer: IDEXX's primary business is the manufacture, marketing, and sale of companion animal diagnostic products and services and software products and services that deliver solutions and insight to veterinarians. This business is our Companion Animal Group, or CAG, business. While our CAG business is our largest business segment, representing 88% of our 2020 revenues, we also operate other businesses, including businesses providing diagnostic tests and information for livestock and poultry and tests of the quality and safety of water and milk, as well as a human medical business – OPTI Medical Systems. In response to the critical need for human COVID-19 testing in 2020, we are incredibly proud that we leveraged our capabilities in human diagnostics – together with our molecular diagnostics manufacturing experience – to develop and introduce a human COVID-19 PCR test kit in the second quarter of 2020. We also introduced in 2020 our test kit and protocol for wastewater testing for COVID-19, creating an important epidemiological tool to track the prevalence of COVID-19 in communities. While IDEXX plans to continue to focus our strategy on our core CAG business given the



significant long-term value-creation opportunities we see there, if there were a need in the future for IDEXX to again support human health and safety efforts in our communities – and IDEXX were in a position to make a difference – the expectation is that IDEXX would answer that call.

Question: Is IDEXX an international corporation, and where do you have offices and representatives/sales personnel only?

Answer: IDEXX Laboratories, Inc. is a global company that offers products and services to customers in over 175 countries and employs more than 9,300 people working in over 105 locations in 25 countries, including a global network of over 80 reference laboratories. Our worldwide headquarters is in the State of Maine, and we are incorporated in Delaware. For more information regarding our locations around the world, please see the discussion under “Properties” in our 2020 Annual Report.

Question: What is the roadmap for 2021 and the next five years? How does the company plan to remain profitable and sustainable going forward?

Answer: IDEXX has pursued a consistent business strategy that focuses on our attractive core CAG business and market segments. These market segments have excellent long-term secular growth characteristics, with many factors supporting continued growth, such as the deepening bond between pets and their owners. We believe that we have a unique opportunity to continue to serve these important market segments by pursuing a long-term strategy that focuses on advancing the standard of care through innovation and global commercial execution and expansion. IDEXX believes that if our strategy is successfully executed, we will continue to deliver on our long-term financial goals for enduring revenue growth, operating margin expansion and EPS growth. For more information regarding our business strategy and our long-term financial goals reflected in our long-term financial potential model, please refer to the discussion under “Generating Long-Term Value” and “Key Business Highlights” in our proxy statement.

Question: Does your company use aborted fetal cell tissues for any of its research or products?

Answer: IDEXX’s primary business is the CAG business. Our other business segments provide diagnostic tests and information for livestock and poultry and tests for the quality and safety of water and milk. Finally, as noted above, we operate a small human medical business in our subsidiary OPTI Medical Systems. OPTI Medical Systems provides point-of-care and laboratory diagnostics for the human medical diagnostics market, including electrolyte and blood gas analyzers and related consumable products, as well as our human COVID-19 PCR test. IDEXX does not now use, nor has it ever used, aborted fetal cell tissues in any of its research or products.



Question: The Carpenter’s Union pension funds hold a total of 51,200 shares of the Company stock. As long-term investors, we strongly believe that the Company executive compensation plan should be designed primarily to drive the successful execution of the Board’s long term strategies business plan. Public company executive compensation plans are formulaic peer-related plans, with simplistic annual Say-on Pay voting reinforcing plan homogeneity. Would the Company be better served by an executive compensation plan tailored specifically to the Company’s particular circumstances and its unique long-term strategic business plan?

Answer: We believe that our existing executive compensation program and practices (which include premium-priced stock option grants to our CEO) are well-designed to achieve our executive compensation philosophy – to attract, motivate and retain talented executives who are aligned with and passionate about our Purpose – *to be a great company that creates exceptional long-term value for our customers, employees and shareholders by enhancing the health and well-being of pets, people and livestock*. We also believe that the results of our very favorable recent shareholder advisory votes on executive compensation validate our approach. Our executive compensation philosophy, pay-for-performance framework, program and practices are more fully described in the Compensation Discussion & Analysis section of our proxy statement, and we refer you to that discussion for more details.