

AVANTOR, INC.

COMPENSATION AND HUMAN RESOURCES COMMITTEE OF THE BOARD OF DIRECTORS CHARTER

I. PURPOSE

The Compensation and Human Resources Committee (the "Committee") of the Board of Directors (the "Board of Directors") of Avantor, Inc. (the "Company") will provide assistance to the Board of Directors by:

- A. Discharging its responsibilities relating to the compensation and benefits of the Company's chief executive officer as well as all other executive officers (as defined in the Securities Exchange Act of 1934, as amended (the "Exchange Act")) of the Company (the "executive officers" or each an "executive officer");
- B. Reviewing the compensation of directors for service on the Board of Directors and its committees and recommending changes to the Board of Directors, as appropriate;
- C. Overseeing and advising the Board of Directors on the adoption of policies that govern certain annual compensation and administering certain compensation plans consistent with the Board of Director's delegations of authority and reservation of powers;
- D. Reviewing and discussing with management the "Compensation Discussion and Analysis" ("CD&A") and recommending the CD&A for inclusion in the Company's annual report or proxy statement, as applicable;
- E. Producing the report of the Committee to accompany the CD&A in such annual report or proxy statement, as applicable;
- F. Overseeing other elements of the Company's human capital management and management succession planning process; and
- G. Fulfilling the Committee's responsibilities and duties outlined in this charter.

II. STRUCTURE AND OPERATIONS

Composition and Qualifications

The Committee will be comprised of two or more members of the Board of Directors. Each member will be determined by the Board of Directors to be "independent" under the applicable rules of the New York Stock Exchange. Each member shall also be a "Non-Employee Director" within the meaning of Rule 16b-3 under the Exchange Act.

Appointment and Removal

The members of the Committee will be appointed by the Board of Directors and each member will serve until such member's successor is duly elected and qualified or until such

member's earlier resignation, removal, retirement, disqualification or death. The members of the Committee may be removed, with or without cause, by action of the Board of Directors.

Chairperson

Unless a chairperson of the Committee (the "Chairperson") is selected by the Board of Directors, the members of the Committee will designate a Chairperson by the majority vote of the full Committee membership. The Chairperson of the Committee will chair all regular sessions of the Committee and is responsible for setting the agendas for Committee meetings. In the absence of the Chairperson of the Committee, the Committee will select another member to preside.

Delegation to Subcommittees

The Committee may form subcommittees composed of one or more of its members for any purpose that the Committee deems appropriate and may delegate to such subcommittees such power and authority as the Committee deems appropriate; provided, however, that any such subcommittee will be composed solely of two or more members that have been determined to be "Non-Employee Directors" within the meaning of Rule 16b-3 under the Exchange Act.

The Committee may delegate to one or more officers of the Company the authority to make grants and awards of cash or options or other equity securities to any non-Section 16 officer of the Company under the Company's incentive compensation or other equity-based plans as the Committee deems appropriate and in accordance with the terms of such plan; provided that such delegation is in compliance with the plan and the laws of the country of the Company's organization.

III. MEETINGS

The Committee will meet periodically as circumstances dictate. The Chairperson of the Board of Directors or any member of the Committee may call meetings of the Committee. Unless otherwise restricted by the Company's certificate of incorporation or bylaws, all meetings of the Committee may be held telephonically or by video conference. In addition, unless otherwise restricted by the Company's certificate of incorporation or bylaws, the Committee may act by unanimous written consent in lieu of a meeting. The agenda of each Committee meeting will be established by the Chairperson with the assistance of appropriate members of management. Each Committee member is free to suggest the inclusion of items on the agenda. Each Committee member is free to raise at any Committee meeting subjects that are not on the agenda for that meeting.

As part of its review and establishment of the performance criteria and compensation of executive officers, the Committee may meet separately with the Company's chief executive officer, principal human resources executive and any of the Company's other corporate officers, as it deems appropriate. However, the Committee must meet regularly without such officers present, and will deliberate and vote with respect to such officers' compensation without such officers being present.

All non-management directors who are not members of the Committee may attend meetings of the Committee but may not vote on Committee matters. Additionally, the Committee may invite to its meetings any director, management of the Company and such other persons as it deems appropriate in order to carry out its responsibilities. The Committee may also exclude from its meetings any persons it deems appropriate in order to carry out its responsibilities.

A majority of the Committee will constitute a quorum for the transaction of business and the act of a majority of those present at any meeting at which there is a quorum will be the act of the Committee.

IV. RESPONSIBILITIES AND DUTIES

The following functions are expected to be the common recurring activities of the Committee in carrying out its responsibilities. These functions should serve as a guide with the understanding that the Committee may carry out additional functions and adopt additional policies and procedures as may be required or appropriate to the extent consistent with the delegation of authority under this charter, including in light of changing business, legislative, regulatory, legal or other conditions. The Committee will also carry out any other related responsibilities and duties delegated to it by the Board of Directors from time to time.

The Committee, in discharging its oversight role, is empowered to study or investigate any matter of interest or concern that the Committee deems appropriate and may, in its sole discretion, retain, obtain the advice of and terminate any compensation consultant, legal counsel or other advisor to the Committee. The Committee will be directly responsible for the appointment, compensation and oversight of any compensation consultant, legal counsel or other advisor retained by the Committee. The Company will provide appropriate funding, as determined by the Committee, for payment of reasonable compensation to any compensation consultant, legal counsel or other advisor retained by the Committee, as well as funding for the payment of ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties.

The Committee will undertake an independence assessment prior to selecting any compensation consultant, legal counsel or other advisor that will provide advice to the Committee as may be required by the New York Stock Exchange from time to time. The Committee will evaluate, on at least an annual basis, whether any work provided by the Committee's compensation consultant raised any conflict of interest. Finally, it is expected that the Committee will pre-approve any services to be provided to the Company or its subsidiaries by any of the Committee's compensation consultants.

Setting Compensation for Executive Officers and Directors

1. Establish and review the overall compensation philosophy of the Company.
2. Review and approve corporate goals and objectives relevant to the chief executive officer's compensation, evaluate the chief executive officer's performance in light of those goals and objectives and, either as a committee or together with the other independent directors (as directed by the Board of Directors), determine and approve the chief executive officer's compensation based on this evaluation, including annual salary, bonus, equity-based incentives and other benefits, direct and indirect.
3. Review and approve corporate goals and objectives relevant to the compensation of executive officers other than the chief executive officer, including any annual performance objectives, and approve, or recommend to the Board of Directors for approval, their compensation, including annual salary, bonus, equity-based incentives and other benefits, direct and indirect ("executive officer" means any "officer" as defined in Rule 16a-1(f) under the Exchange Act).

4. In connection with executive compensation programs:
 - (i) review and approve, or recommend to the Board of Directors for approval, new or modified executive compensation programs;
 - (ii) review on a periodic basis the operations of the Company's executive compensation programs to determine whether they are effective in achieving their intended purpose(s);
 - (iii) establish and periodically review policies for the administration of executive compensation programs; and
 - (iv) take steps to modify any executive compensation program that yields payments and benefits that are not reasonably related to executive and corporate performance.
5. Establish and periodically review policies in the area of senior management perquisites.
6. Review the compensation of directors for service on the Board of Directors and its committees and recommend changes to the Board of Directors, as appropriate.
7. To the extent applicable, oversee the Company's compliance with Securities and Exchange Commission ("SEC") rules and regulations regarding stockholder advisory votes on executive compensation and the frequency of such votes.
8. Review and approve, or recommend to the Board of Directors for approval, any employment or service-related agreements or transaction involving current or former directors and executive officers of the Company, and any related compensation, including consulting arrangements, employment contracts, severance or other termination arrangements.
9. Consider, on at least an annual basis, whether risks arising from the Company's compensation policies and practices for all employees, including non-executive officers, are reasonably likely to have a material adverse effect on the Company or otherwise encourage unnecessary or excessive risk-taking.

Monitoring Incentive and Equity-Based Compensation Plans

10. Review and recommend to the Board of Directors for approval the Company's incentive-compensation plans and equity-based plans that require the approval of the Board of Directors and/or the Company's stockholders and oversee the activities of the individuals responsible for administering those plans, and, if requested by the Board of Directors, administer the plans in accordance with their terms.
11. Administer the Company's equity-based plans, and review and approve, or recommend to the Board of Directors, all equity-based awards, including pursuant to the Company's equity-based plans.
12. Monitor compliance by executives with the rules and guidelines of the Company's equity-based plans.

13. Review the Company's regulatory compliance with respect to compensation matters, including ensuring that reasonable efforts are made to structure compensation programs to preserve tax deductibility.
14. Review and approve any stock ownership guidelines for directors and executive officers of the Company and any "claw-back" policies of the Company, administer and maintain such policies of the Company, and monitor compliance therewith.
15. Review and monitor any employee retirement, profit sharing and benefit plans.

Human Capital Management and Succession Planning

16. Review the Company's policies and strategies with respect to human capital management, employee engagement and culture.
17. Review policies and principles for talent selection, leadership development and performance review, including policies regarding management succession planning for the chief executive officer and other executive officers.

Reports

18. Prepare the compensation committee report on executive officer compensation, as required by the SEC pursuant to Regulation S-K under the Securities Act of 1933, for inclusion in the Company's annual proxy statement or annual report on Form 10-K filed with the SEC.
19. Review and discuss with management the CD&A required to be included in the Company's annual proxy statement or annual report on Form 10-K, in accordance with the rules of the SEC and, based on that review and discussion, determine whether or not to recommend to the Board of Directors that the CD&A be included in the Company's annual proxy statement or annual report on Form 10-K, as applicable.
20. Report regularly to the Board of Directors including:
 - (i) following meetings of the Committee; and
 - (ii) with respect to such other matters as are relevant to the Committee's discharge of its responsibilities.

The Committee will provide such recommendations to the Board of Directors as the Committee may deem appropriate. The report to the Board of Directors may take the form of an oral report by the Chairperson or any other member of the Committee designated by the Committee to make such report.

21. Maintain minutes or other records of meetings and activities of the Committee.

V. ANNUAL PERFORMANCE EVALUATION

The Committee will perform a review and evaluation, at least annually, of the performance of the Committee and its members, including by reviewing the compliance of the Committee with this Charter. In addition, the Committee will review and reassess, at least annually, the adequacy of this Charter and recommend to the Board of Directors any proposed changes to this Charter that the Committee considers necessary or appropriate. The Committee will conduct such evaluations and reviews in such manner as it deems appropriate.

Effective Date: April 25, 2019; revised as of November 10, 2021; May 9, 2024; May 6, 2025; May 7, 2026.