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Third Quarter 2020 Earnings Call

October 28, 2020

Disclaimer

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements. All statements other than statements of historical fact included in this presentation are forward-looking statements. Forward-looking statements discuss our current expectations and projections relating to our financial condition, results of operations, plans, objectives, future performance and business. These statements may be preceded by, followed by or include the words “aim,” “anticipate,” “believe,” “estimate,” “expect,” “forecast,” “intend,” “likely,” “outlook,” “plan,” “potential,” “projection,” “continue,” “goal,” “objective,” “opportunity,” “near-term,” “long-term,” “assumption,” “project,” “guidance,” “target,” “trend,” “seek,” “can,” “could,” “may,” “should,” “would,” “will,” the negatives thereof and other words and terms of similar meaning.

Forward-looking statements are inherently subject to risks, uncertainties and assumptions; they are not guarantees of performance. You should not place undue reliance on these statements. We have based these forward-looking statements on our current expectations and projections about future events. Although we believe that our assumptions made in connection with the forward-looking statements are reasonable, we cannot assure you that the assumptions and expectations will prove to be correct. Factors that could contribute to these risks, uncertainties and assumptions include, but are not limited to, the factors described in “Risk Factors” in our 2019 Annual Report on Form 10-K, quarterly report on Form 10-Q for the first and second quarters of 2020, and our quarterly report on Form 10-Q for the quarter ended September 30, 2020 that we expect to file later today. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the foregoing cautionary statements. In addition, all forward-looking statements speak only as of the date of this presentation. We undertake no obligations to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise other than as required under the federal securities laws.

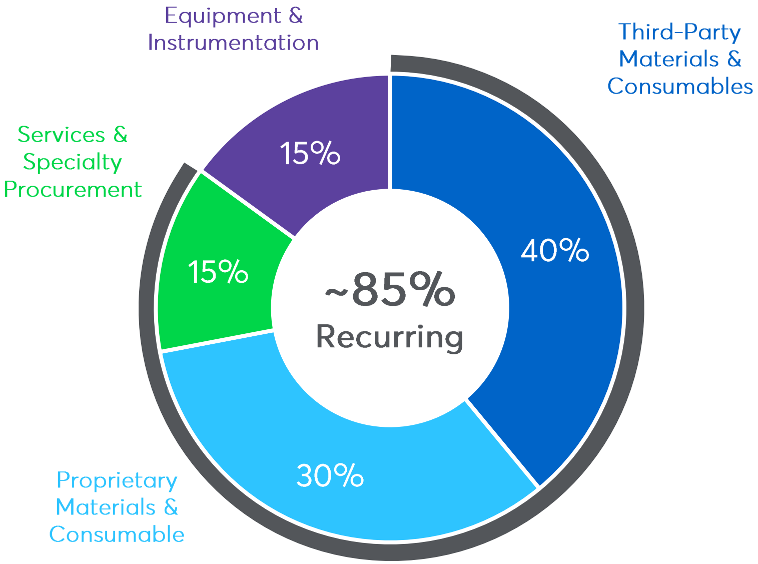
NON-GAAP FINANCIAL MEASURES

To evaluate our performance, we monitor a number of key indicators at the consolidated level and, in certain cases, at the segment level. As appropriate, we supplement our results of operations determined in accordance with U.S. generally accepted accounting principles (“GAAP”) with certain non-GAAP financial measurements that are used by management, and which we believe are useful to investors, as supplemental operational measurements to evaluate our financial performance. These measurements should not be considered in isolation or as a substitute for reported GAAP results because they may include or exclude certain items as compared to similar GAAP-based measurements, and such measurements may not be comparable to similarly-titled measurements reported by other companies. Rather, these measurements should be considered as an additional way of viewing aspects of our operations that provide a more complete understanding of our business. We strongly encourage investors to review our consolidated financial statements in their entirety and not rely solely on any one, single financial measurement. See “Use of Non-GAAP Financial Measures” in our press release issued today. A reconciliation of non-GAAP measures can be found at the back of the deck.

Diversified portfolio provides a resilient growth profile

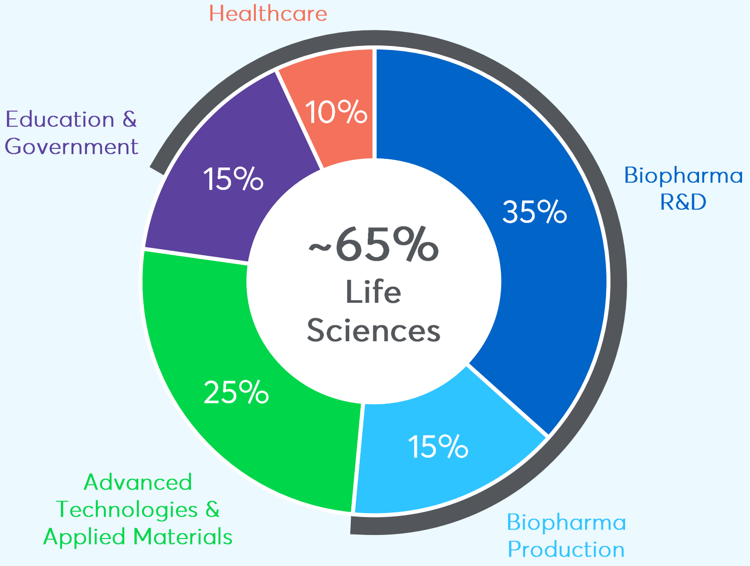
Scalable platform well positioned in attractive end markets

Products



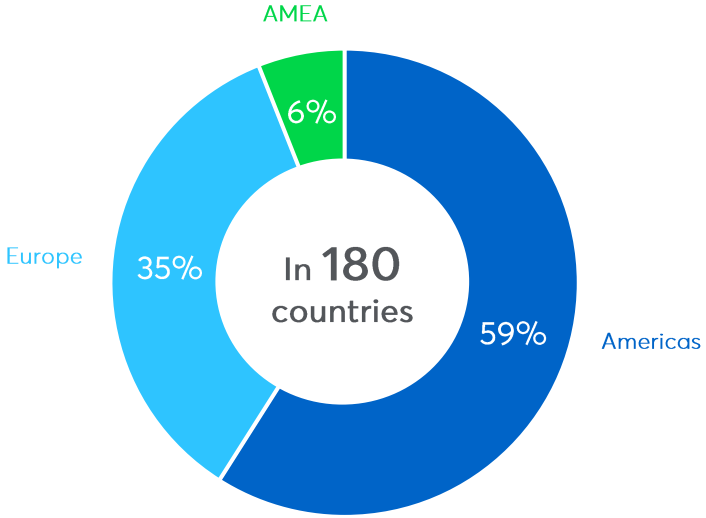
Higher-growth, higher-margin proprietary products drive favorable mix and profitability

Industries Served



Strategic focus on biopharma value chain

Geographies



Serving 225,000 customer locations in 180 countries; expanding footprint in AMEA

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Highlights

Executing in a challenging environment

- Organic revenue growth of 5.4%, including 300-400bps of COVID-related tailwinds
- Strong Adjusted EBITDA expansion of 112bps, Adjusted EPS growth of 63%
- Q3 free cash flow $266M, up 44%

Ongoing support for our customers

- Distribution, research and manufacturing sites fully operational
- New 2D single-use bags, large scale direct dispense packaging & OmniTop Adjustable Volume Sterile Sampling products
- Launched J.T. Baker cGMP IPTG, a molecular biology reagent used to trigger transcription and induce protein expression
- Imminent opening of new German bio-repository cold storage site

Actively supporting leading COVID-19 vaccine & therapeutic candidates

- Investing to support single-use assembly & chemical raw materials for all vaccine modalities and therapeutic candidates
- Engaged with relevant government authorities around the world including Operation Warp Speed

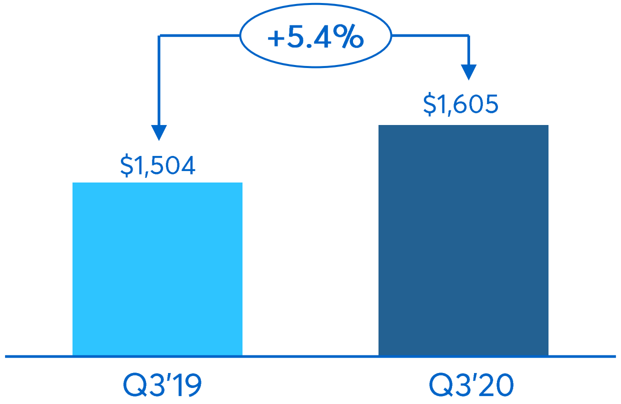
Q3 performance

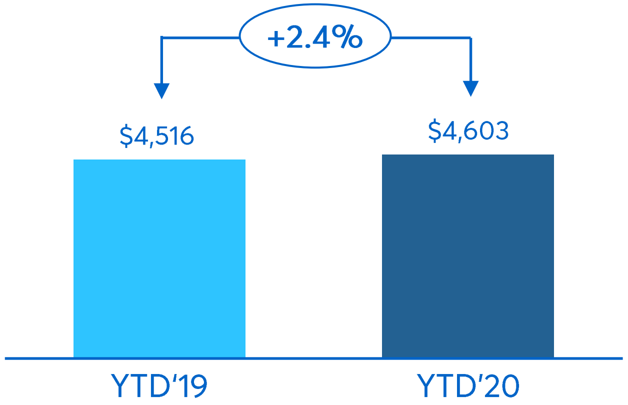
Organic revenue	5.4%	– Strong growth in Biopharma & Healthcare – Improvements in all end market growth rates
Adjusted EBITDA growth	13.9%	– Volume, commercial excellence and productivity – Strong proprietary product growth enhancing mix
Fully diluted adjusted EPS growth	63.4%	– Interest reduction from refinancing – Continued improvement to effective tax rate, now 24%
Free cash flow	$266M	– Up 44% over Q3 2019 – Continued working capital discipline
Adjusted Net Leverage	4.2x	– Steady leverage improvement – Targeting long-term leverage range 2 – 4X

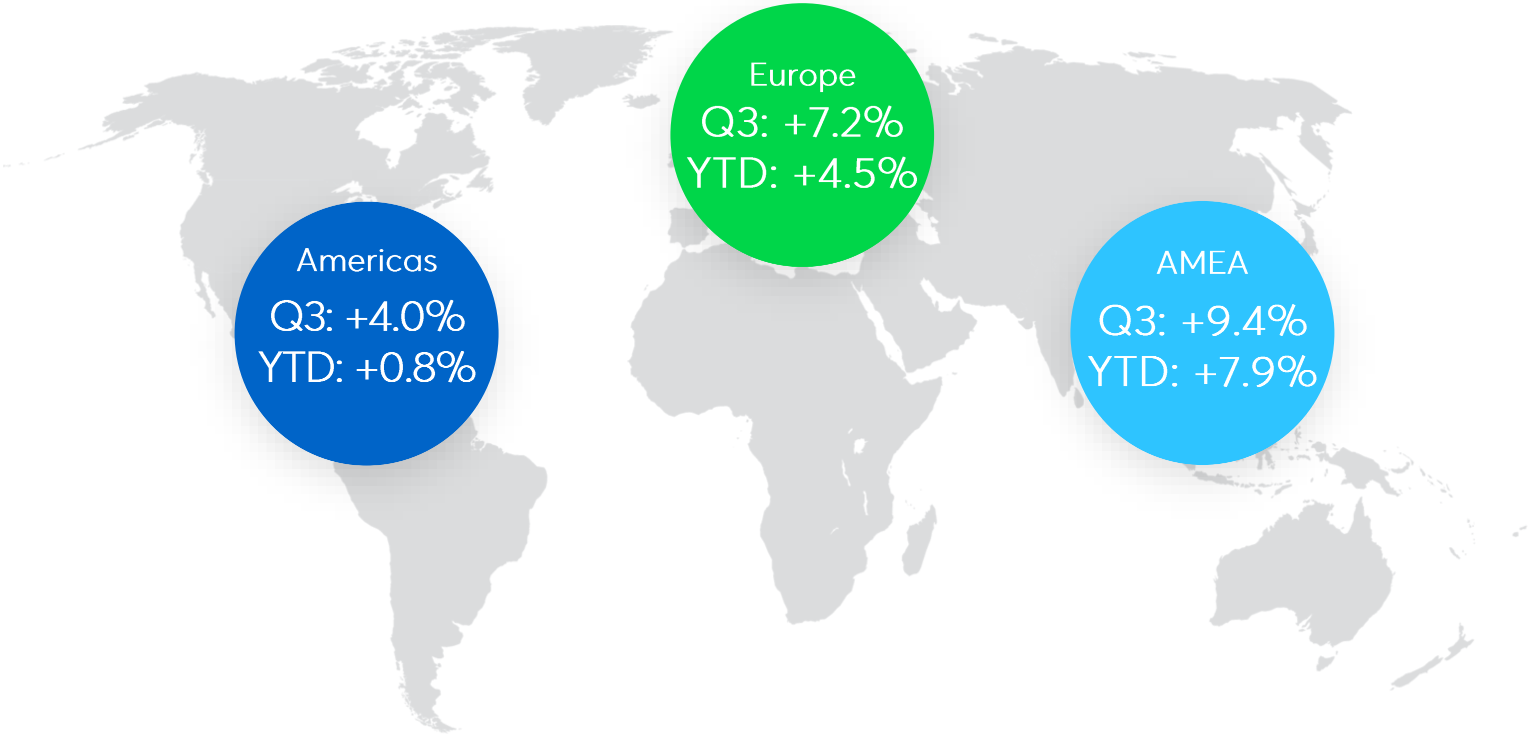
Organic revenue growth by region

($M)
Organic revenue growth[1] %

Revenue	Organic growth by region







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[1] Organic net sales growth eliminates from reported net sales the impacts of earnings from any acquired or disposed businesses and changes in foreign currency exchange rates. Q3'20 organic revenue growth includes 1.3% of favorable foreign currency impact.

Q3 organic revenue growth

By end market

	Growth
Biopharma	+DD
Healthcare	+DD
Education & government	(MSD)
Advanced technologies & applied materials	(LSD)

By product group

	Growth
Proprietary materials & consumables	+DD
Third-party materials & consumables	+LSD
Services & specialty procurement	+HSD
Equipment & instrumentation	(MSD)

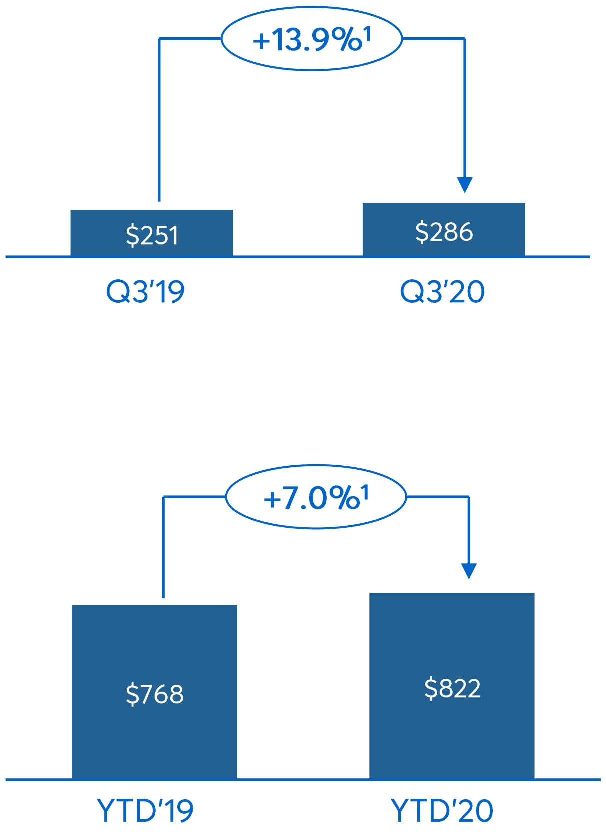
LSD = Low Single Digit, MSD = Mid Single Digit, HSD = High Single Digit, LDD = Low Double Digit

Update on key financial performance metrics

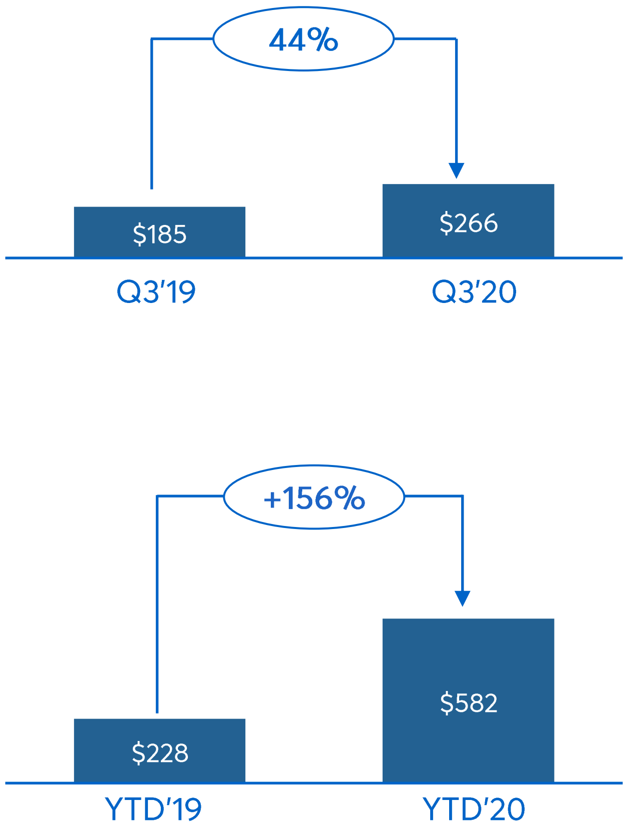
Adjusted EBITDA

($M, except per share data)

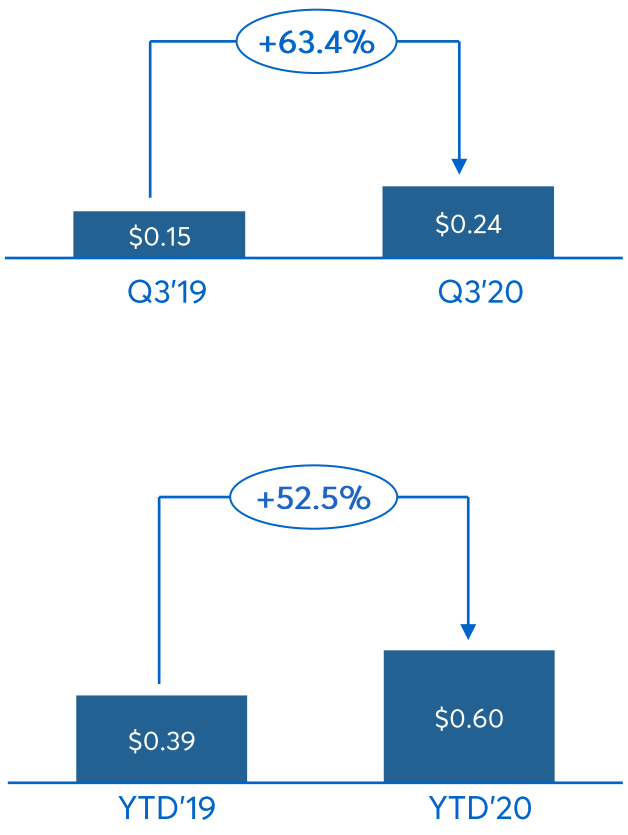
Adjusted EBITDA



Free cash flow



Adjusted EPS (Normalized share count)[2]



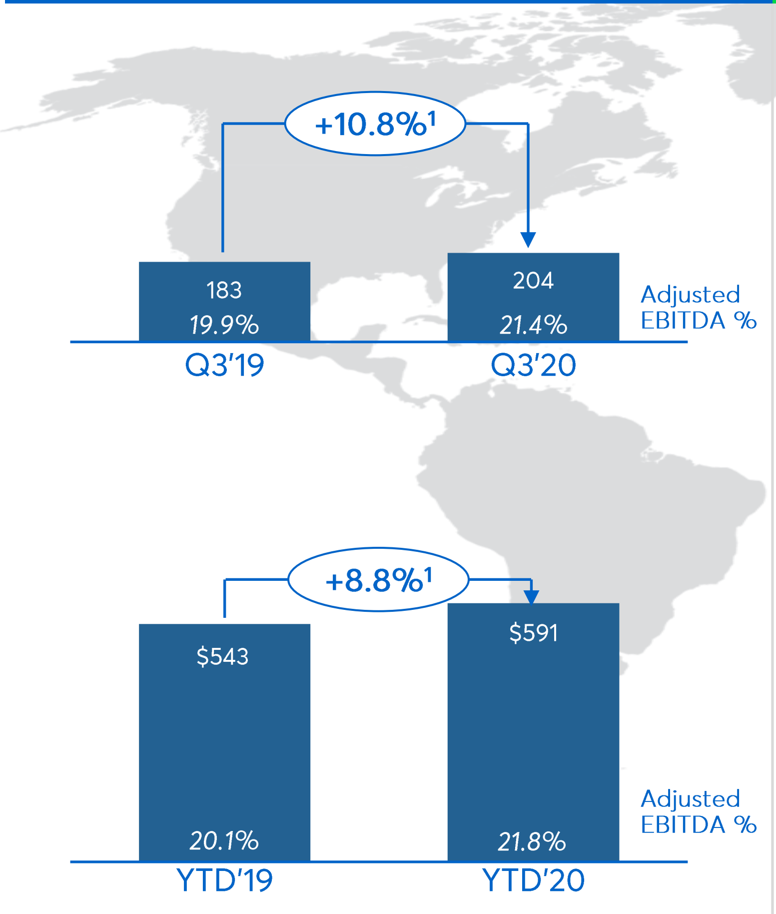
[1] As reported
[2] Assumes fully diluted average weighted shares outstanding of 642.7M for both periods
As reported EBITDA does not reflect impact of foreign exchange due to modest impact

Segment adjusted EBITDA

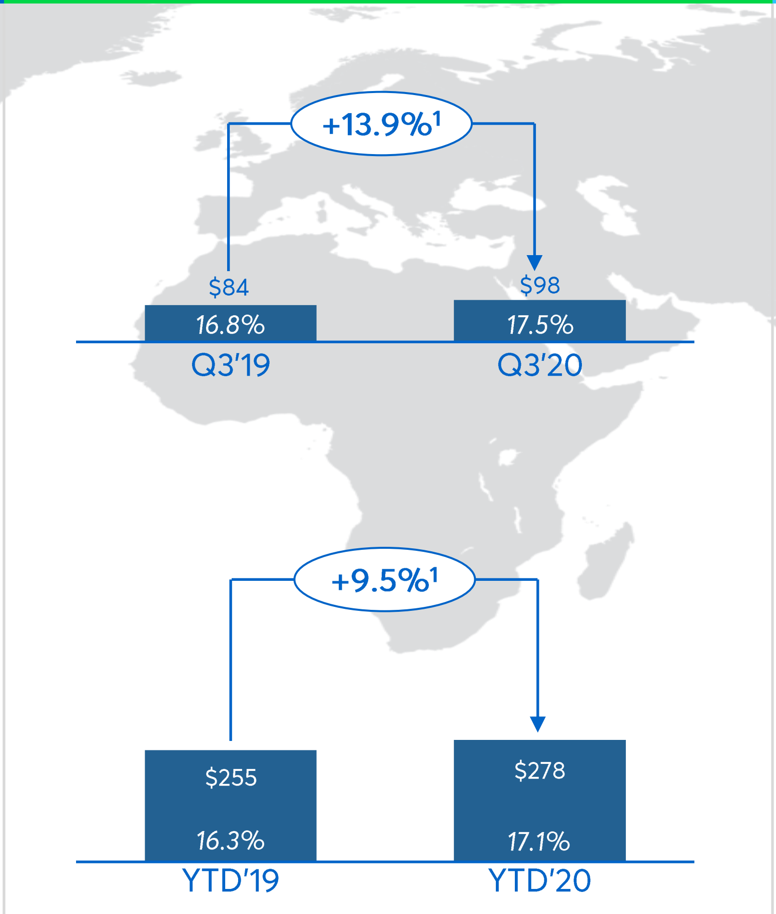
Adjusted EBITDA
Translation FX impact

($M, except per share data)

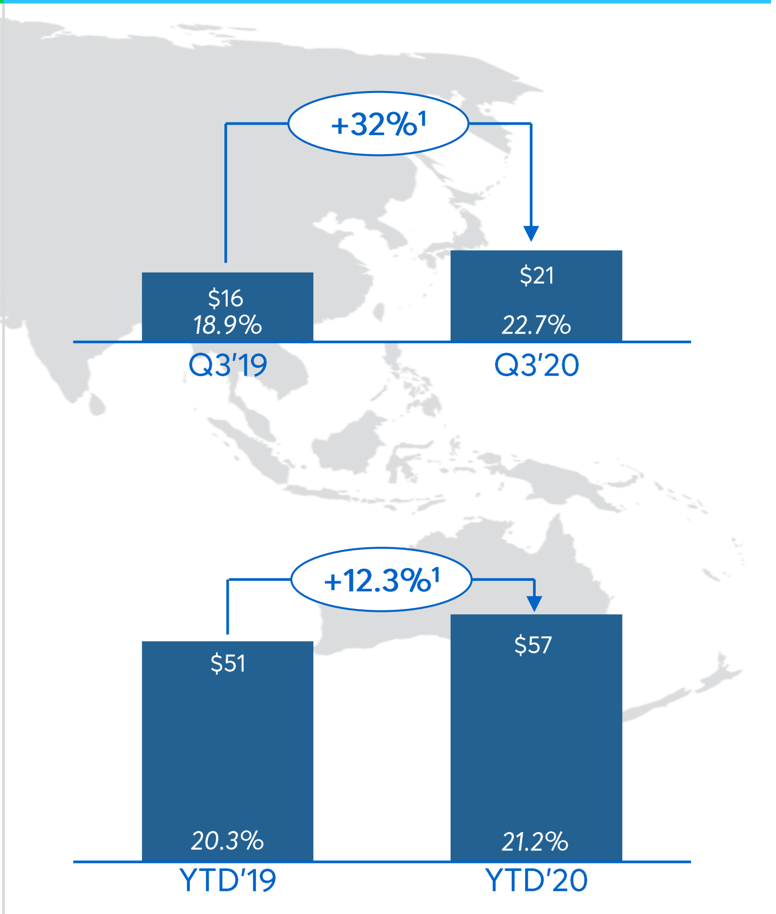
Americas



Europe



AMEA



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[1] Ex translation FX; assumes FX rates of prior corresponding period to adjust for translation FX impact
As reported EBITDA does not reflect impact of foreign exchange due to modest impact

Summary

Executing in challenging environment

- Strong organic revenue & EPS growth, robust FCF
- Continued refinancing benefits

Well positioned to serve our customers

- Resilient business model with 85% recurring revenue and attractive end market exposure
- Deeply embedded in COVID-19 vaccine development with broad biopharma offering

Looking ahead

- Investing to capture the vaccine opportunities
- Executing on very strong bioproduction order book
- Ongoing deleveraging from growth and refinancing
- Long-term strategy and positioning remain intact

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Appendix

Debt update

	Instrument	Maturity	Principal ($M)	Interest
Working capital	AR facility ($300M)	3/2023	$0.0	L + 0.90%
	Revolver ($515M)	7/2025	0.0	L + 2.25%
Secured debt	Term loan B	11/2024	609.7	L + 2.25%
	Term loan B (€314M)	11/2024	368.8	E + 2.50%
	Senior secured	10/2024	1,500.0	6.00% fixed
	Senior secured (€500M)	10/2024	586.7	4.75% fixed
Unsecured debt	Senior unsecured	7/2028	1,550.0	4.625% fixed
	Senior unsecured (€400M)	7/2028	469.3	3.875% fixed
	Capital leases & other	—	71.0	—
			$5,155.5	

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Free cash flow generation

($M)

	Q3 2019	Q3 2020	Q3 YTD 2019	Q3 YTD 2020
Adj. net income	$93.8	$153.4	$253.6	$386.5
Reconciling items	157.0	132.2	514.0	435.2
Adj. EBITDA	250.8	285.6	767.6	821.7
Cash interest	(30.4)	(78.7)	(258.4)	(252.6)
Cash taxes	(39.7)	(6.5)	(100.2)	(32.0)
Net working capital	(16.0)	18.3	(156.0)	(7.7)
Other	33.2	62.8	14.0	94.4
Net cash provided by operating activities	197.9	281.5	267.0	623.8
Capital expenditures	(13.1)	(15.3)	(39.5)	(41.4)
Free cash flow	184.8	266.2	227.5	582.4
Cash interest (net of tax[1])	22.6	58.5	192.0	187.7
Unlevered free cash flow	$207.4	$324.7	$419.5	$770.1

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[1] Cash interest tax-effected using a 26% rate in both 3Q19 and 3Q20

Reconciliations of GAAP to non-GAAP measures

($M)

	2019					2020		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Net (loss) income (GAAP)	**(6.2)**	**(48.7)**	**22.1**	**70.6**	**37.8**	**47.0**	**60.2**	**(42.2)**
Amortization	78.6	78.3	77.9	77.5	312.3	77.4	77.2	78.8
Net foreign currency loss (gain) from financing activities	6.2	(14.3)	8.2	1.8	1.9	1.6	(1.8)	(4.1)
Other stock-based compensation expense (benefit)	—	42.7	(9.2)	3.3	36.8	(1.1)	1.1	0.6
Loss on extinguishment of debt	—	70.2	—	3.5	73.7	—	—	226.4
Restructuring and severance charges	5.5	0.9	13.4	4.5	24.3	1.2	3.2	2.3
Purchase accounting adjustments	(0.8)	(3.3)	(3.1)	(3.5)	(10.7)	—	—	—
VWR transaction, integration and planning expenses	6.3	5.1	5.4	5.7	22.5	3.6	1.5	2.1
Other	—	—	0.2	3.0	3.2	1.8	0.7	1.8
Income tax benefit applicable to pretax adjustments	(21.4)	(39.3)	(21.1)	(46.4)	(128.2)	(19.6)	(20.9)	(112.3)
Adjusted net income (non-GAAP)	**68.2**	**91.6**	**93.8**	**120.0**	**373.6**	**111.9**	**121.2**	**153.4**
Interest expense	128.6	115.1	98.3	98.0	440.0	94.5	92.1	65.2
Depreciation	19.7	24.7	22.4	19.8	86.6	19.1	20.6	20.3
Income tax provision applicable to adjusted net income	31.5	37.4	36.3	25.8	131.0	37.3	39.4	46.7
Adjusted EBITDA (non-GAAP)	**248.0**	**268.8**	**250.8**	**263.6**	**1,031.2**	**262.8**	**273.3**	**285.6**

Reconciliations of GAAP to non-GAAP measures (continued)

(Shares in M)

	2019					2020		
	Q1	Q2	Q3	Q4	FY[1]	Q1	Q2	Q3
Diluted (loss) earnings per share (GAAP)	**(0.59)**	**(0.98)**	**0.01**	**0.09**	**(0.84)**	**0.05**	**0.08**	**(0.10)**
Dilutive impact of convertible instruments	0.57	0.87	0.02	0.02	0.19	0.02	0.01	0.03
Normalization for shares issued in IPO	0.01	0.03	—	—	0.71	—	—	—
Fully diluted (loss) earnings per share (non-GAAP)	**(0.01)**	**(0.08)**	**0.03**	**0.11**	**0.06**	**0.07**	**0.09**	**(0.07)**
Amortization	0.12	0.12	0.12	0.12	0.49	0.12	0.12	0.12
Net foreign currency loss (gain) from financing activities	0.01	(0.02)	0.01	—	—	—	—	(0.01)
Other stock-based compensation expense (benefit)	—	0.07	(0.01)	0.01	0.06	—	—	—
Loss on extinguishment of debt	—	0.11	—	0.01	0.11	—	—	0.35
Restructuring and severance charges	0.01	—	0.02	0.01	0.04	—	0.01	0.01
Purchase accounting adjustments	—	(0.01)	—	(0.01)	(0.02)	—	—	—
VWR transaction, integration and planning expenses	0.01	0.01	0.01	0.01	0.03	0.01	—	0.01
Other	—	—	—	—	0.01	—	—	—
Income tax benefit applicable to pretax adjustments	(0.03)	(0.06)	(0.03)	(0.07)	(0.20)	(0.03)	(0.03)	(0.17)
Adjusted EPS (non-GAAP)	**$0.11**	**$0.14**	**$0.15**	**$0.19**	**$0.58**	**$0.17**	**$0.19**	**$0.24**
Weighted average share count (GAAP)	133	323	581	582	401	581	582	577
Share count for Adjusted EPS (non-GAAP)	643	643	643	643	643	643	643	643

[1] Full year earnings per share amounts are not intended to be the sum of quarterly amounts

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Reconciliations of GAAP to non-GAAP measures (continued)

($M)

	2017	2018	2019	2020		
				Q1	Q2	Q3
Debt, gross	7,396.1	7,162.9	5,249.4	5,181.2	5,198.2	5,155.5
Less: cash and cash equivalents	(185.4)	(184.7)	(186.7)	(346.3)	(415.3)	(370.5)
Numerator of adjusted net leverage	**7,210.7**	**6,978.2**	**5,062.7**	**4,834.9**	**4,782.9**	**4,785.0**
TTM adjusted EBITDA	289.5	945.3	1,031.2	1,046.0	1,050.5	1,085.3
TTM ongoing share-based compensation expense	21.6	19.1	31.1	35.8	38.2	38.0
Pro forma adjustment for VWR	472.6	—	—	—	—	—
Pro forma adjustment for projected synergies	—	29.7	26.8	20.3	17.1	8.4
Denominator of adjusted net leverage	**783.7**	**994.1**	**1,089.1**	**1,102.1**	**1,105.8**	**1,131.7**
Adjusted net leverage (non-GAAP)	9.2X	7.0X	4.6X	4.4X	4.3x	4.2x
TTM adjusted EBITDA	289.5	945.3	1,031.2	1,046.0	1050.5	1,085.3
TTM covenant adjustments	34.5	60.7	68.8	71.1	73.0	72.8
Pro forma adjustment for VWR	492.7	—	—	—	—	—
Pro forma adjustment for projected synergies	219.0	145.1	70.6	46.2	20.5	6.9
Denominator of covenant net leverage	**1,035.7**	**1,151.1**	**1,170.6**	**1,163.3**	**1,144.0**	**1,165.0**
Covenant net leverage (non-GAAP)	7.0X	6.1X	4.3X	4.2X	4.2X	4.1x

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Reconciliations of GAAP to non-GAAP measures (continued)

($M)

	2019					2020		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Net cash provided by (used in) operating activities (GAAP)	**75.0**	**(5.9)**	**197.9**	**87.0**	**354.0**	**253.1**	**89.2**	**281.5**
Capital expenditures	(12.4)	(14.0)	(13.1)	(12.1)	(51.6)	(12.6)	(13.5)	(15.3)
Free cash flow (non-GAAP)	**62.6**	**(19.9)**	**184.8**	**74.9**	**302.4**	**240.5**	**75.7**	**266.2**
Cash interest, net of taxes[1]	43.5	125.9	22.6	112.9	304.9	20.2	109.0	58.5
Unlevered free cash flow (non-GAAP)	**106.1**	**106.0**	**207.4**	**187.8**	**607.3**	**260.7**	**184.7**	**324.7**
Net cash used in investing activities (GAAP)	**(7.9)**	**(12.4)**	**(10.4)**	**(11.4)**	**(42.1)**	**(11.9)**	**(12.5)**	**(15.9)**
Net cash (used in) provided by financing activities (GAAP)	**(106.1)**	**38.3**	**(172.6)**	**(67.4)**	**(307.8)**	**(73.1)**	**(13.3)**	**(316.1)**

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[1] Cash interest tax-effected using a 26% rate in both 2Q19 and 2Q20