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2021 Q3 Earnings Call

October 29, 2021

Setting science in motion
to create a better world

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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 2020 Annual Report on Form 10-K, quarterly report on Form 10-Q for the first, second and third quarters of 2021. 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 on October 28, 2021.
A reconciliation of non-GAAP measures can be found at the back of the deck.

Q3 highlights

Strong business momentum

- Ongoing core business growth led by Biopharma
- COVID-19 tailwinds in line with guidance, driven by vaccine contributions
- Significant margin expansion and adjusted EPS growth

Executing on our growth strategy

- Announced intent to acquire Masterflex, expanding our proprietary single-use offering for critical bioproduction workflows
- Continued investments in capabilities and capacity
- Launched handheld gene sequencer from Oxford Nanopore Technologies

Looking ahead

- Continued strong business momentum, driven by Biopharma and a growing order book
- Increased full year guidance to reflect latest projection
- 2022 planning underway – expect to be in line with long-term objectives

Masterflex®

Attractive addition to Avantor's single-use platform

Overview

- Global leader in peristaltic instruments and aseptic single-use fluid transfer technologies for bioproduction
- Complete end-to-end workflow solution, delivering precise performance outcomes (flow rate, sterility)
- Large installed base in both research & production
- High growth fueled by mAbs, C&GT and mRNA
- Regulatory clearances & financing completed

Attractive Characteristics

~$300M	HDD	>$5B
MASTERFLEX® REVENUE IN FY22[1]	LONG-TERM MARKET GROWTH[2]	PROJECTED 2025 TAM[3]

Integrated System Solutions

MASTERFLEX®

1. PERISTALTIC PUMPS

High-precision instruments for aseptic fluid transfer

2. SINGLE-USE ENGINEERED TUBING

Single-use tubing optimized for Masterflex® pumps; spec'd into customers' processes

3. SINGLE-USE COMPONENTS

Single-use components for fluid transfer assemblies

1: Management estimate
2: High Double Digit = >15%
3: Management estimate. TAM = Total Addressable Market

Q3 performance

Organic revenue	10.2%	– Strong growth in all regions led by Biopharma – ~8.5% Core / ~1.7% COVID-19 tailwinds
Adjusted EBITDA growth	25.8%	– Volume, inflation management & proprietary growth – ~180bps margin expansion
Fully diluted adjusted EPS growth	47.6%	– Continued track record of execution – Lower interest and tax expense
Free cash flow	$229.3M	- Strong EBITDA performance partially offset by growth investments - Higher cash tax timing and CARES ACT expiry
Adjusted net leverage	3.5X	– Down 0.3X from Q2[1] – Committed to 2-4X target leverage

1: Excludes equity issuance proceeds of ~$970M

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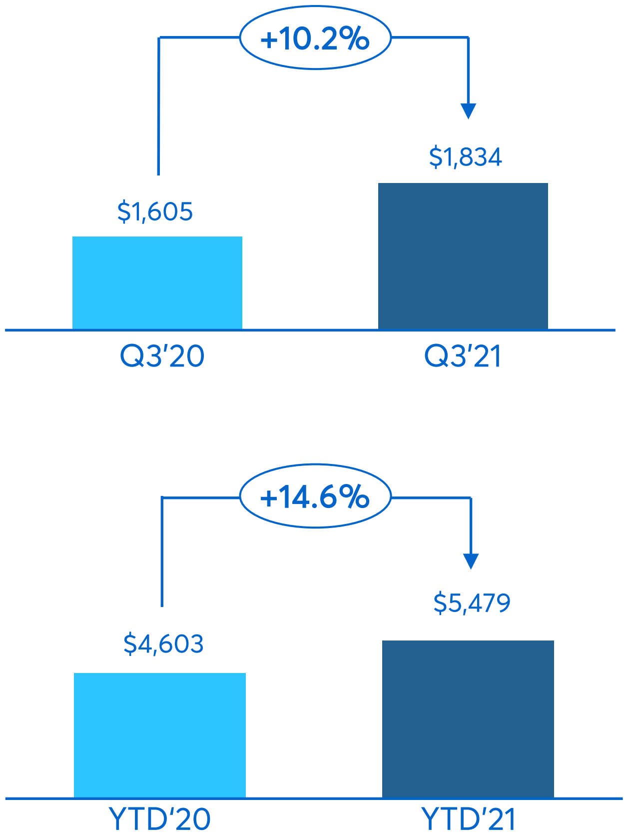
Organic revenue growth

($M)
Organic revenue growth[1] %

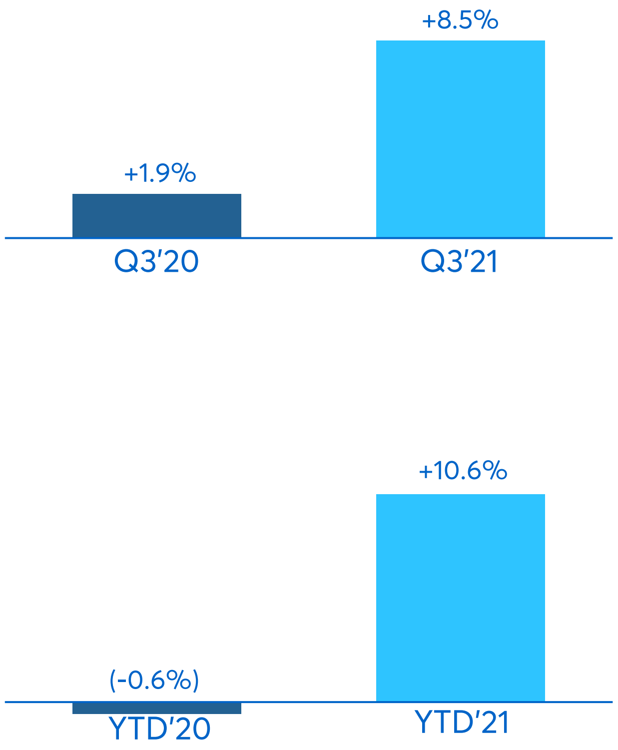
Revenue

Avantor Revenue



Core Organic Growth

Organic revenue growth, Ex-COVID tailwinds



Organic Growth by Region

Americas Q3: +9.1% YTD: +15.5%

Europe Q3: +10.9% YTD: +12.5%

AMEA Q3: +16.4% YTD: +19.4%

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1. Organic revenue growth eliminates from reported net sales the impacts of earnings from any acquired or disposed businesses and changes in foreign currency exchange rates.

Q3 organic revenue growth by end market & product

Organic revenue

+10.2%

Q3 ORGANIC REVENUE GROWTH BY END MARKET SERVED[1]

Biopharma	Healthcare	Education and government	Advanced technologies and applied materials
+DD	+MSD	-LSD	+HSD

Q3 ORGANIC REVENUE GROWTH BY PRODUCT[1]

Proprietary materials and consumables	Third-party materials and consumables	Services and specialty procurement	Equipment and Instrumentation
+DD	+MSD	+MSD	+DD

1: LSD 1-3% / MSD 4-6% / HSD 7-9% / DD >10%

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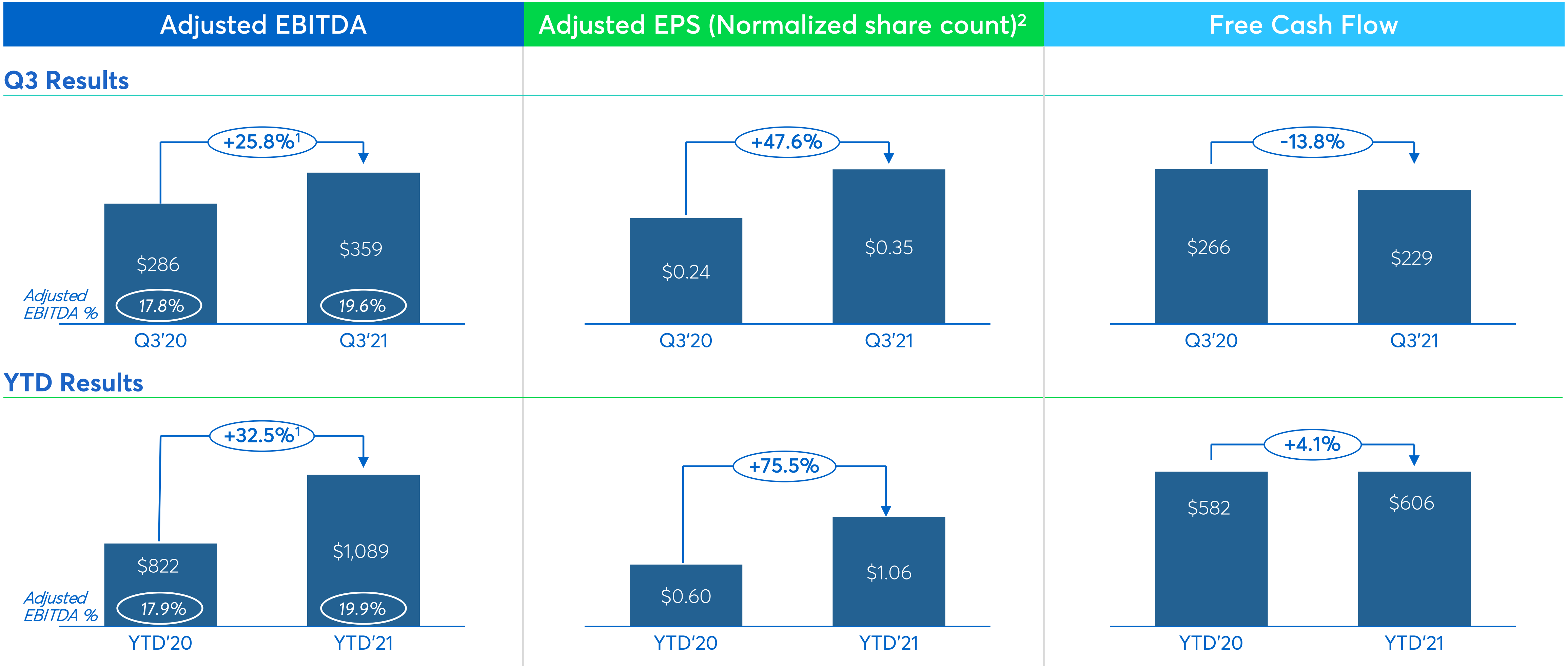
Key financial performance metrics

($M, except per share data)



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1. Including translation FX; Assuming FX rates of prior corresponding period, FX contributed ~0.9% of growth in Q3 and ~3.3% YTD.
2. Assumes fully diluted average weighted shares outstanding of 642.7M for both periods.

2021 full year guidance

	Initial Guidance	Post Q2'21	Revised FY21	
Organic sales growth %	4-7%	9-11%	10-11%	- Includes COVID-19 tailwinds of ~$400M (~2%) - Reported growth of 14.5% to 15.5%
Adjusted EBITDA %	~50bps Expansion	~150bps Expansion	>170bps Expansion	- Reflects revised organic sales growth - M&A 20bps – 30bps
Adjusted EPS	~30% Growth	~50% Growth	~55% Growth	- Updated for M&A, FX and lower tax rate
Free cash flow	~$800M	~$850M	~$850M	- Continued strong conversion - Incremental funding of growth initiatives

Note: Guidance assumes Euro Exchange Rate of 1.15 & adjusted shares outstanding of 642.7 million.

Summary

Strong business momentum

- Strong revenue, margin expansion and earnings growth
- Pervasive growth across enterprise
- Execution of profitability drivers (volume, commercial excellence and mix)

Executing on our long-term growth strategy

- Continued focus on proprietary growth through Biopharma platform
- Investing in core capabilities to sustain long-term growth
- M&A contributing; Masterflex close imminent

Looking ahead

- Stable core growth offset by COVID headwinds
- Raising organic revenue growth, Adjusted EBITDA margin and adjusted EPS guidance for FY21
- Focused on M&A integration and deleveraging

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Appendix

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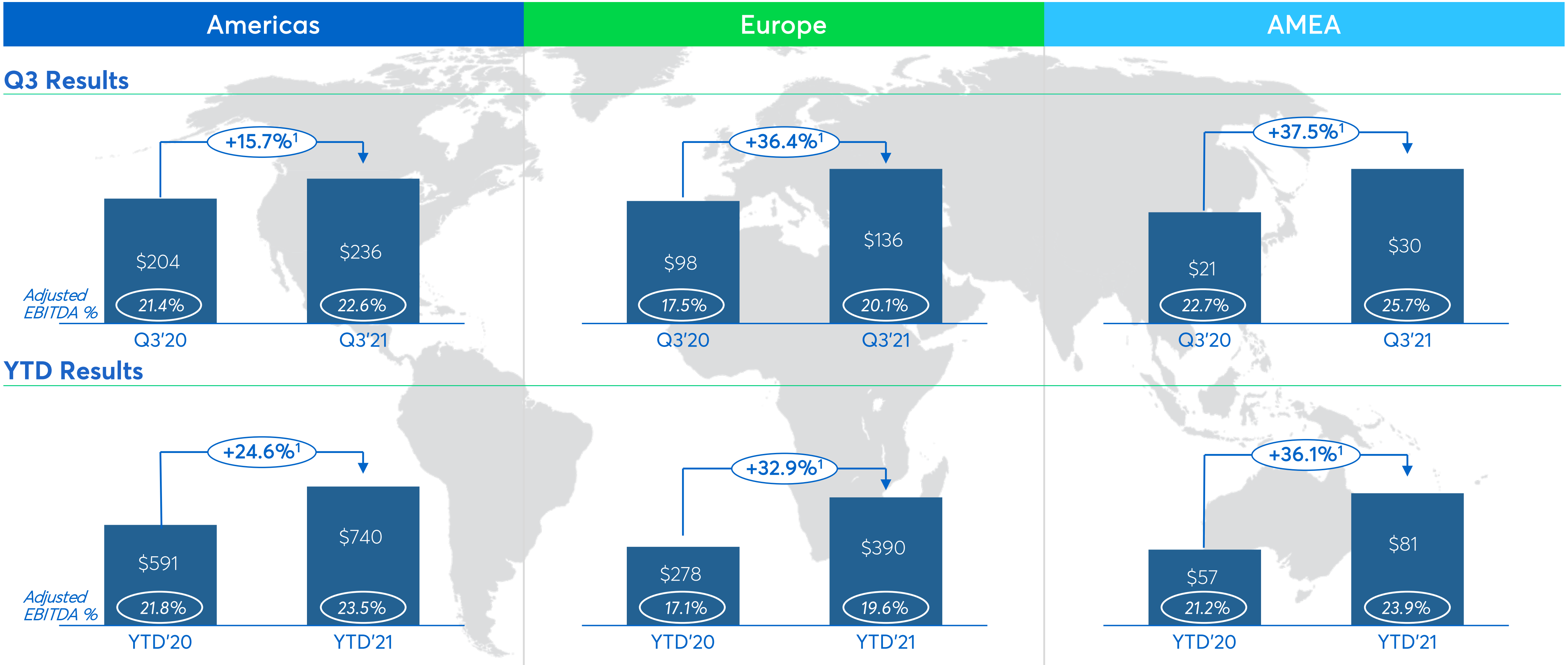
Segment Adjusted EBITDA



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

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 + 2.00%
Secured debt	Term loan B	11/2024	356.4	L + 2.00%
	Term loan B	11/2024	212.3	E + 2.25%
	Term loan	6/2026	375.2	E + 2.25%
	Term Loan	6/2028	698.6	E+ 2.75%
	Term loan	10/2027	1,169.1	L + 2.25%
Unsecured debt	Senior secured	11/2025	752.5	2.625% fixed
	Senior unsecured	7/2028	1,550.0	4.625% fixed
	Senior unsecured (€400M)	7/2028	463.0	3.875% fixed
	Capital leases & other	—	90.3	—
			$5,667.4	

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Free cash flow generation

($M)

	Q3 2020	Q3 2021	Q3 YTD 2020	Q3 YTD 2021
Adj. net income	**$153.4**	**$226.4**	**386.5**	**$678.2**
Reconciling items	132.2	132.8	435.2	410.7
Adj. EBITDA	**285.6**	**359.2**	**821.7**	**1,088.9**
Cash interest	(78.7)	(65.2)	(252.6)	(158.1)
Cash taxes	(6.5)	(60.7)	(32.0)	(130.2)
Net working capital inclusive of provisions	26.5	(7.0)	23.8	(141.6)
Other	54.6	35.6	62.9	(6.4)
Net cash provided by operating activities	**281.5**	**261.9**	**623.8**	**652.6**
Acquisition-related expenses paid	0.0	0.0	0.0	24.6
Capital expenditures	(15.3)	(32.6)	(41.4)	(71.1)
Free cash flow	**$266.2**	**$229.3**	**$582.4**	**$606.1**

Reconciliations of GAAP to non-GAAP measures

($M)

	2020					2021		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Net income (loss) (GAAP)	**$47.0**	**$60.2**	**$(42.2)**	**$51.6**	**$116.6**	**$164.0**	**$157.8**	**$156.8**
Amortization	77.4	77.2	78.8	74.1	307.5	68.0	66.6	75.8
Loss on extinguishment of debt	—	—	226.4	120.4	346.8	5.2	3.2	—
Net foreign currency loss (gain) from financing activities	1.6	(1.8)	(4.1)	3.6	(0.7)	0.8	1.2	(0.8)
Other stock-based compensation (benefit) expense	(1.1)	1.1	0.6	0.7	1.3	0.6	0.7	1.6
Acquisition-related expenses	—	—	—	—	—	3.0	21.6	3.2
Integration-related expenses and other	5.4	2.2	3.9	5.6	17.1	—	0.5	7.9
Purchase accounting adjustments	—	—	—	—	—	—	—	6.3
Restructuring and severance charges	1.2	3.2	2.3	5.1	11.8	1.6	0.2	0.4
Receipt of disgorgement penalty	—	—	—	—	—	—	(13.0)	—
Income tax benefit applicable to pretax adjustments	(19.6)	(20.9)	(112.3)	(72.4)	(225.2)	(17.7)	(12.5)	(24.8)
Adjusted net income (non-GAAP)	**111.9**	**121.2**	**153.4**	**188.7**	**575.2**	**225.5**	**226.3**	**226.4**
Interest expense	94.5	92.1	65.2	55.8	307.6	51.5	51.0	54.1
Depreciation	19.1	20.6	20.3	27.9	87.9	21.0	19.5	24.2
Income tax provision applicable to adjusted net income	37.3	39.4	46.7	47.5	170.9	65.1	69.8	54.5
Adjusted EBITDA (non-GAAP)	**$262.8**	**$273.3**	**$285.6**	**$319.9**	**$1,141.6**	**$363.1**	**$366.6**	**$359.2**

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Reconciliations of GAAP to non-GAAP measures (continued)

(Shares in M)

	2020					2021		
	Q1	Q2	Q3	Q4	FY[1]	Q1	Q2	Q3
Diluted earnings (loss) per share (GAAP)	**$0.05**	**$0.08**	**$(0.10)**	**$0.06**	**$0.09**	**$0.25**	**$0.24**	**$0.24**
Dilutive impact of convertible instruments	0.02	0.01	0.03	0.02	0.09	0.01	0.01	—
Fully diluted (loss) earnings (loss) per share (non-GAAP)	**0.07**	**0.09**	**(0.07)**	**0.08**	**0.18**	**0.26**	**0.25**	**0.24**
Amortization	0.12	0.12	0.12	0.12	0.48	0.11	0.10	0.12
Loss on extinguishment of debt	—	—	0.35	0.19	0.54	0.01	—	—
Net foreign currency loss (gain) from financing activities	—	—	(0.01)	—	—	—	—	—
Other stock-based compensation expense (benefit)	—	—	—	—	—	—	—	—
Acquisition-related expenses	—	—	—	—	—	—	0.03	0.01
Integration-related expenses and other	0.01	—	0.01	—	0.03	—	—	0.01
Purchase accounting adjustments	—	—	—	—	—	—	—	0.01
Restructuring and severance charges	—	0.01	0.01	0.01	0.01	—	0.01	—
Receipt of disgorgement penalty	—	—	—	—	—	—	(0.02)	—
Income tax benefit applicable to pretax adjustments	(0.03)	(0.03)	(0.17)	(0.11)	(0.35)	(0.03)	(0.02)	(0.04)
Adjusted EPS (non-GAAP)	**$0.17**	**$0.19**	**$0.24**	**$0.29**	**$0.89**	**$0.35**	**$0.35**	**$0.35**
Diluted weighted average share count (GAAP)	581	582	577	587	583	589	591	598
Share count for Adjusted EPS (non-GAAP)	643	643	643	643	643	643	643	643

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

Reconciliations of GAAP to non-GAAP measures (continued)

($M)

	2017	2018	2019	2020	2021		
					Q1	Q2	Q3
Debt, gross	$7,396.1	$7,162.9	$5,249.4	$4,972.2	$4,702.0	$5,733.3	$5,667.4
Less: cash and cash equivalents	(185.4)	(184.7)	(186.7)	(286.6)	(172.5)	(223.0)	(1,426.1)
Net proceeds received from secondary offering	—	—	—	—	—	—	967.0
Numerator of adjusted net leverage	**7,210.7**	**6,978.2**	**5,062.7**	**4,685.6**	**4,529.5**	**5,510.3**	**5,208.3**
TTM adjusted EBITDA[1]	289.5	945.3	1,031.2	1,141.6	1,241.9	1,402.2	1,461.5
TTM ongoing share-based compensation expense	21.6	19.1	31.1	42.4	43.7	44.8	45.9
Pro forma adjustment for VWR	472.6	—	—	—	—	—	—
Pro forma adjustment for projected synergies	—	29.7	26.8	1.6	—	—	—
Denominator of adjusted net leverage	**$783.7**	**$994.1**	**$1,089.1**	**$1,185.6**	**$1,285.6**	**$1,447.1**	**$1,507.4**
Adjusted net leverage (non-GAAP)	**9.2X**	**7.0X**	**4.6X**	**4.0x**	**3.5x**	**3.8x**	**3.5x**

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1. Represents the Adjusted EBITDA of Avantor for the trailing twelve-month period plus management's best estimates of the incremental results attributable to acquired companies as if such acquisitions had been completed on the first day of such trailing twelve-month period, as permitted by our debt covenants. Such estimates and financial information for acquired companies may or may not have been audited, and in certain instances may have been prepared on a basis other than U.S. GAAP though we believe these differences in the basis of accounting to be immaterial for the purpose of presenting net leverage.

Reconciliations of GAAP to non-GAAP measures (continued)

($M)

	2020					2021		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Net cash provided by operating activities (GAAP)	**$253.1**	**$89.2**	**$281.5**	**$306.0**	**$929.8**	**$126.9**	**$263.8**	**$261.9**
Acquisition-related expenses paid	—	—	—	—	—	—	24.6	—
Capital expenditures	(12.6)	(13.5)	(15.3)	(20.2)	(61.6)	(15.1)	(23.4)	(32.6)
Free cash flow (non-GAAP)	**240.5**	**75.7**	**266.2**	**285.8**	**868.2**	**111.8**	**265.0**	**229.3**
Net cash used in investing activities (GAAP)	**(11.9)**	**(12.5)**	**(15.9)**	**(18.8)**	**(59.1)**	**(14.6)**	**(1,189.3)**	**(34.3)**
Net cash (used in) provided by financing activities (GAAP)	**$(73.1)**	**$(13.3)**	**$(316.1)**	**$(380.4)**	**$(782.9)**	**$(221.0)**	**$998.8**	**$980.4**

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