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Setting science in motion to create a better world

40th Annual J.P. Morgan Healthcare Conference

SPEAKER

Michael Stubblefield

PRESIDENT AND CHIEF EXECUTIVE OFFICER

January 10, 2022

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, and our quarterly reports 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. A reconciliation of non-GAAP measures can be found at the back of the deck.

As a global life sciences leader, we keep life-changing science moving forward



RESEARCH
& DISCOVERY



DEVELOPMENT
& SCALE-UP



MANUFACTURING
& DELIVERY

Serving attractive, high-growth end markets

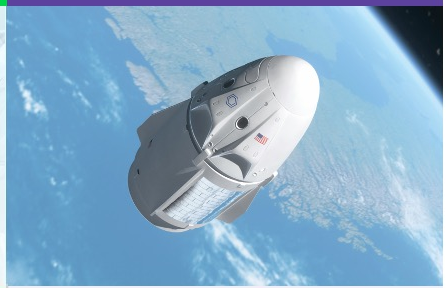
Total addressable market >$80B, growing mid-single digits

BIOPHARMA	HEALTHCARE	EDUCATION & GOVERNMENT	ADVANCED TECHNOLOGIES
+HSD growth rate[1]	*+ MSD growth rate[1]*	*+ LSD growth rate[1]*	*+ MSD growth rate[1]*









More than 70% of Revenue is in Life Sciences

$38B TAM[2]	$13B TAM[2]	$16B TAM[2]	$16B TAM[2]
52% of Revenue[3]	10% of Revenue[3]	13% of Revenue[3]	25% of Revenue[3]

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1. Based on long-term expectations. HSD = 7-9%; MSD = 4-6%; LSD = 1-3%
2. TAM = Total Addressable Market, based on management estimates
3. Based on management estimate assuming all M&A as of 1/1/21

Enabling scientific breakthroughs with comprehensive offering

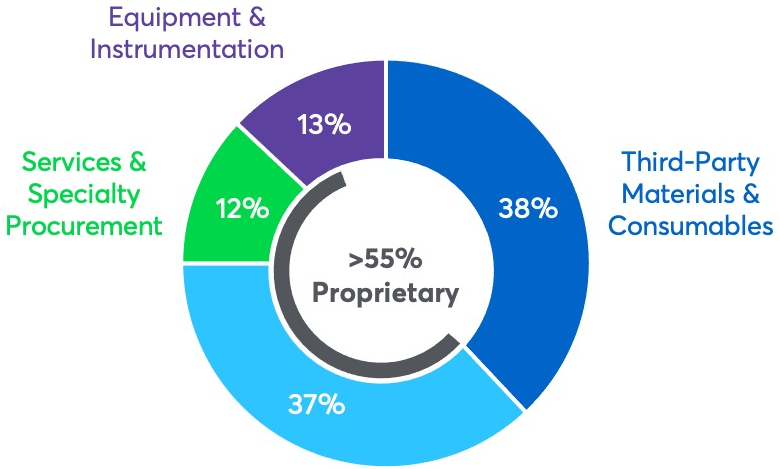
Increasing proprietary content enhancing growth and margins

WORKFLOW SOLUTIONS



Enabling scientists to achieve precise analytical results

OFFERING SUMMARY[1]



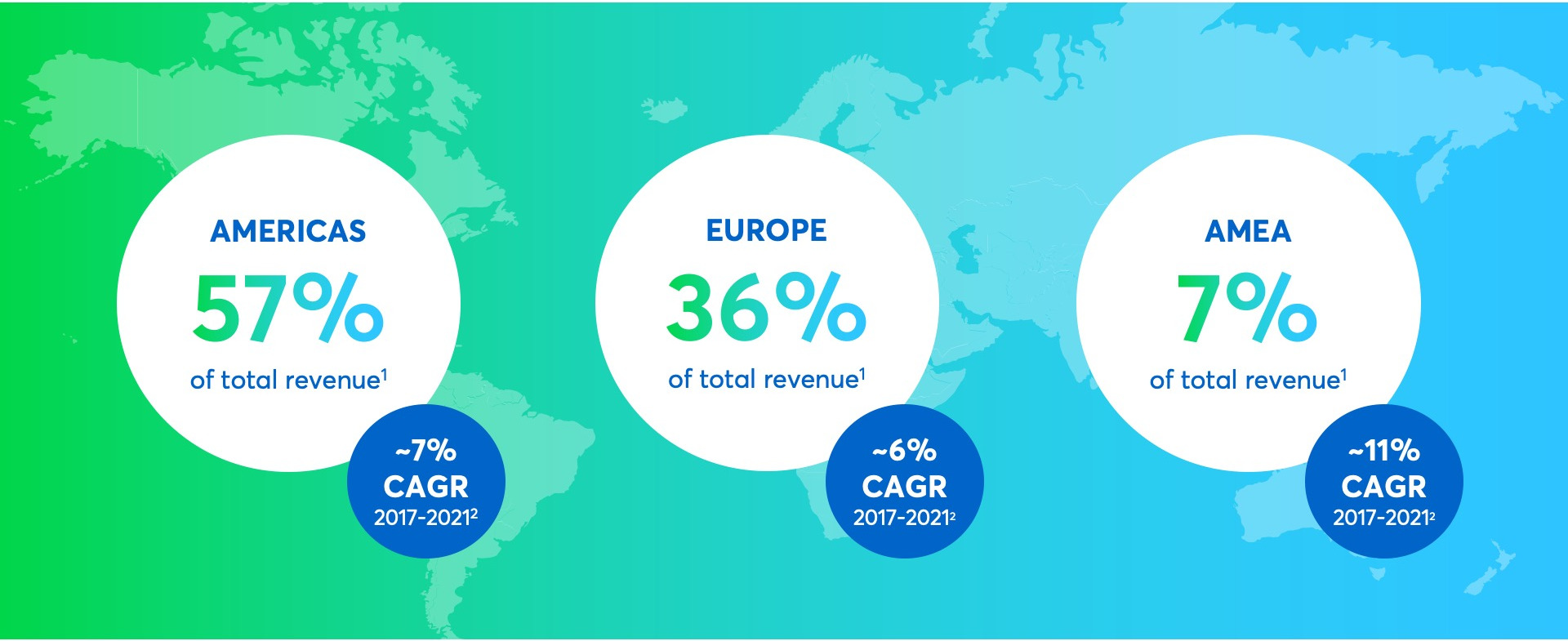
CUSTOMIZED MATERIALS



Working side-by-side to create customized materials for use in highly regulated, demanding applications

1. Based on management estimate assuming all M&A as of 1/1/21

Global footprint offers extraordinary customer access



1. Based on management estimate assuming all M&A as of 1/1/21
2. Based on 2017 actuals to 2021LE as per Q3 earnings call guidance

Avantor financial algorithm

4-6%+ organic growth

50-100 bps of annual margin expansion

Mid-teens+ adjusted EPS growth

Capital allocation flexibility enabled by strong free cash flow

FOSTERED BY AVANTOR BUSINESS SYSTEM

Key Avantor attributes

1

Outstanding financial & operational track record

2

Well-positioned for continued growth as a leader in biopharma

3

M&A to enhance growth & margin profile

4

Committed to sustainability to create value for all stakeholders

SIGNIFICANT, LONG-TERM VALUE CREATION POTENTIAL

Relentless focus on execution continues to drive strong top-line and bottom-line growth

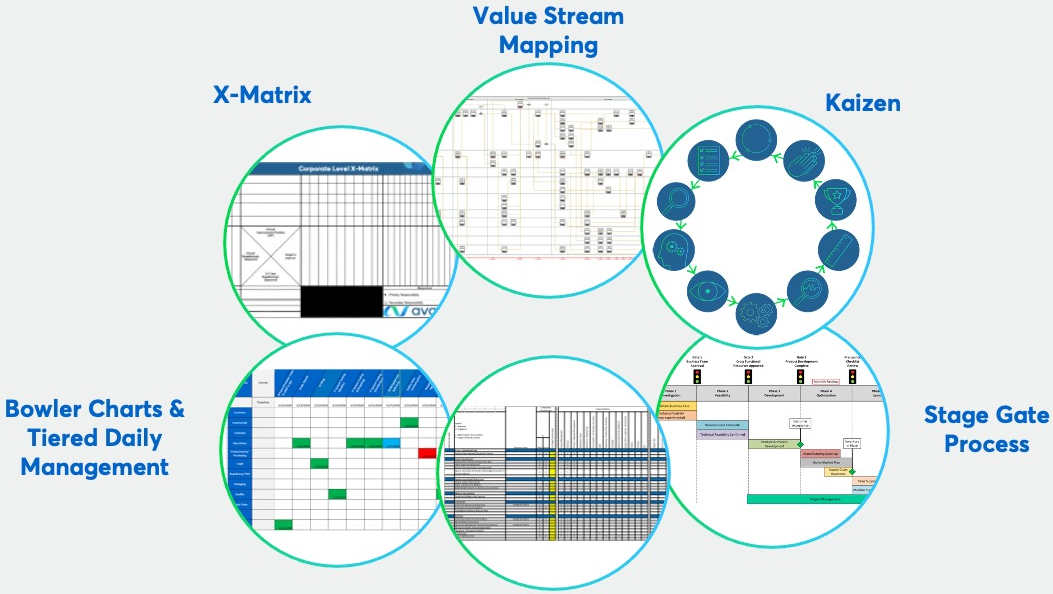
	ORGANIC GROWTH	ADJ. EBITDA MARGIN EXPANSION	ADJ. EPS GROWTH	TAX RATE	ADJ. NET LEVERAGE
Model	4-6%+	50-100 bps	Mid-teens+	Low 20s	2-4X
Performance	~7% CAGR[1]	~115 bps per year[1]	~57% CAGR[1]	~22% Effective tax rate[2]	3X Leverage[3]

1. Based on 2018 actual to 2021LE as per Q3 earnings call guidance
2. Based on 2021E
3. Target end 2022, without consideration of new M&A

Avantor Business System (ABS) in action

Biopharma innovation example

ABS TOOLS & PROCESSES APPLIED TO DRIVE INNOVATION



IMPACT

~3x increase in revenue from new product innovation[1]

Anticipated time to launch reduced by[2] **~40%**

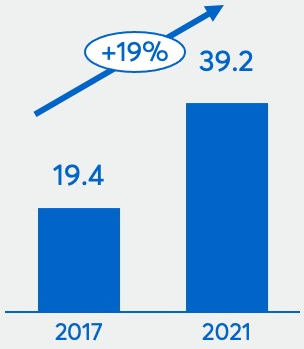
~5x increase in pipeline value[3]

1. Based on revenue from biopharma production NPI 2020-2021E
2. Management estimate for 2022 based on value stream mapping
3. Management estimate based on pipeline value Jan. 2020 vs. Dec. 2021

Avantor growth fueled by strong biopharma industry fundamentals…

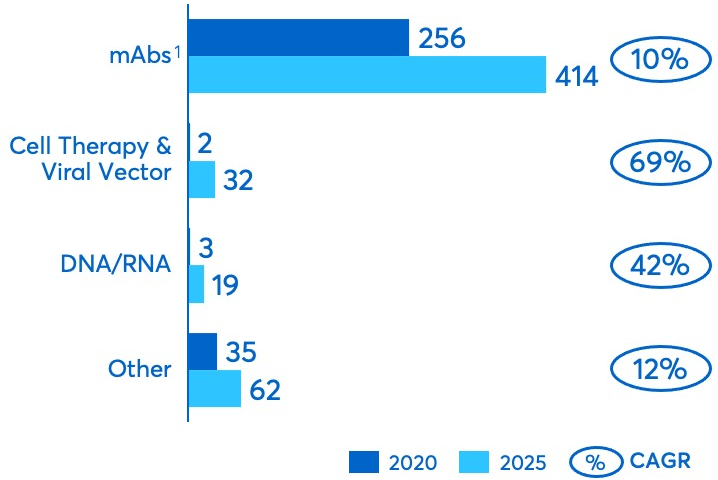
RICH FUNDING ENVIRONMENT

Total worldwide venture funding raised by biotech companies[1], USD, Bn



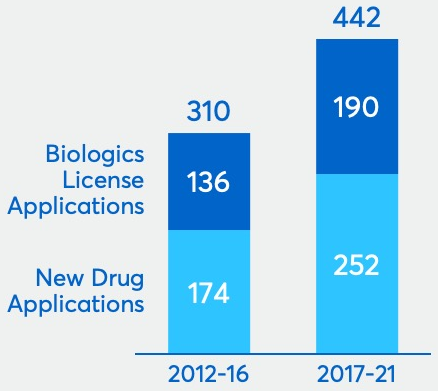
ROBUST PIPELINES & OUTLOOK

Est. worldwide biopharma drug revenue[2], USD, Bn



INCREASING COMMERCIALIZATION

FDA new molecular entity approvals[3]



1. BCIQ (Oct 2021) with updated figures for 2021 as of 12/29/21. Includes seed funding, series A-E and higher, debt, non-disclosed, general venture funding.
2. Includes traditional mAbs, recombinants and other protein-based therapeutics; Evaluate Pharma (Dec. 2021)
3. FDA, Nephron Research as of 11/30/21

…and Avantor is uniquely positioned to capture biopharma market share

RESEARCH & DEVELOPMENT



MSD Growth Rate

~50% of Biopharma Revenue[1]

- Unparalleled access
- Extensive portfolio
- Onsite service associates
- Collaboration that seeds bioproduction

CLINICAL & BIOREPOSITORY



HSD-DD Growth Rate

~10% of Biopharma Revenue[1]

- Scale-up and clinical trial services
- Custom kitting, packaging
- Equipment sourcing, deployment and management
- Storage and archiving for regulated environments

BIOPRODUCTION



DD Growth Rate

~40% of Biopharma Revenue[1]

- Collaboration to support process optimization
- Broad range of GMP materials
- Highly characterized chromatography resins, solutions
- Robust pipeline of new products

1. Based on management estimate assuming all M&A as of 1/1/21

Leveraging unique innovation model to enhance offerings across the workflows

mRNA production workflow example

PLASMID MANUFACTURING → **IN VITRO TRANSCRIPTION** → **mRNA PURIFICATION** → **LNP ENCAPSULATION** → **FILL & FINISH**

- DNA & RNA enzymes, modified nucleotides, stabilizing agents
- Chromatography resins, Masterflex peristaltic pump technology
- Next generation lipids, improved single-use assemblies for LNP production, advanced excipients

Avantor innovation examples





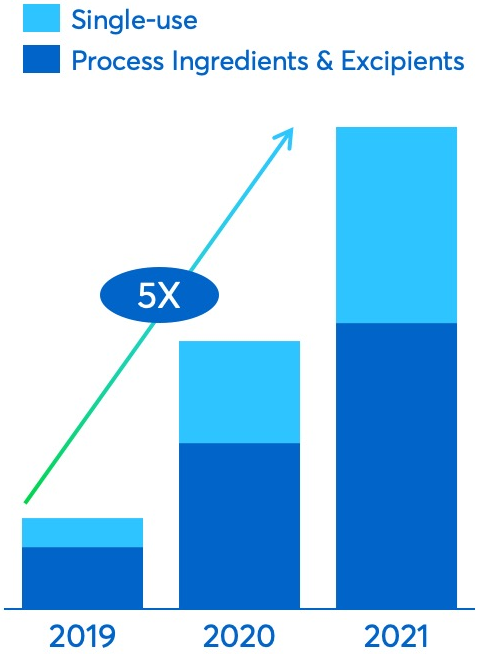




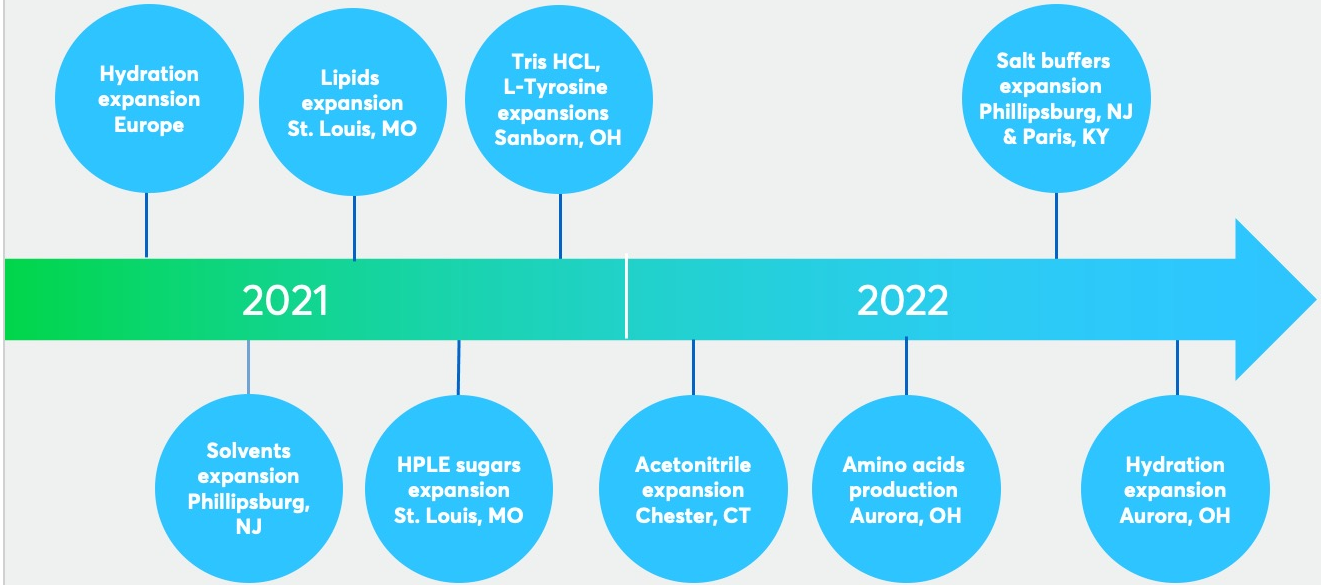
Investing for growth in biopharma end market

Addressing growing demand with critical investments in people, products and capacity

BIOPHARMA PRODUCTION OPEN ORDERS

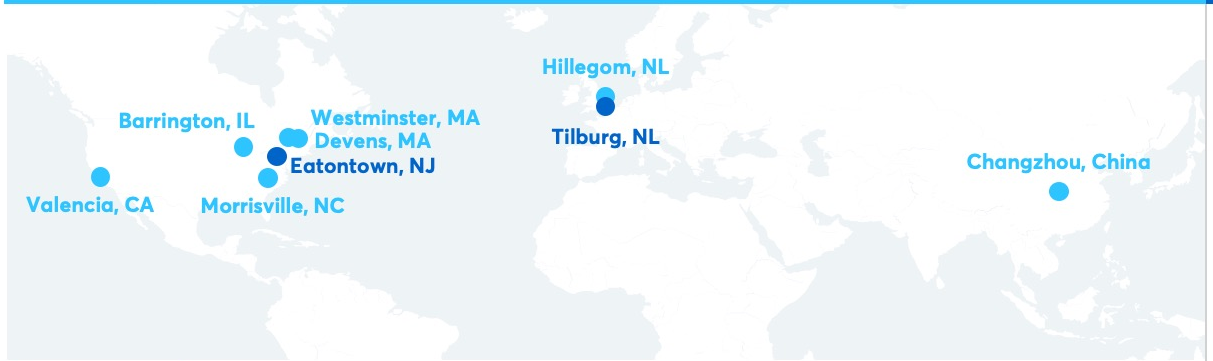


RECENT CAPACITY INVESTMENTS



Investments have created differentiated end-to-end fluid management solution

AVANTOR SINGLE-USE FOOTPRINT

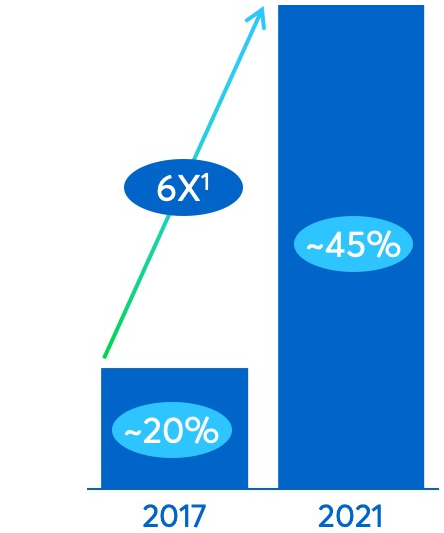


● Legacy site ● New or recently expanded

FERMENTATION → HARVESTING → PURIFICATION → FILL & FINISH



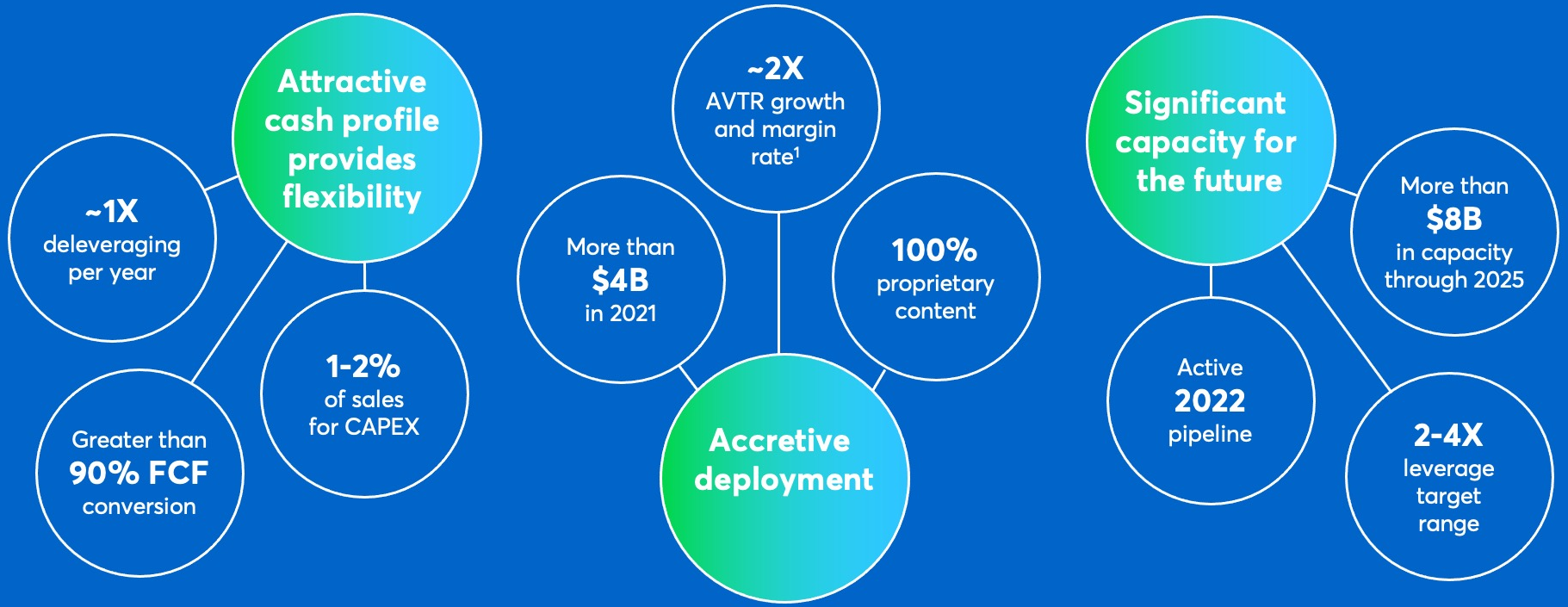
SINGLE-USE REVENUE[1]



Single-use revenue as a percentage of total biopharma production revenue

1. Based on management estimate assuming all M&A as of 1/1/21

M&A will further enhance the model



1. Refers to 2021 transactions

Platform generates significant commercial synergies

Ritter example

1. ACTIVATE THE CHANNEL



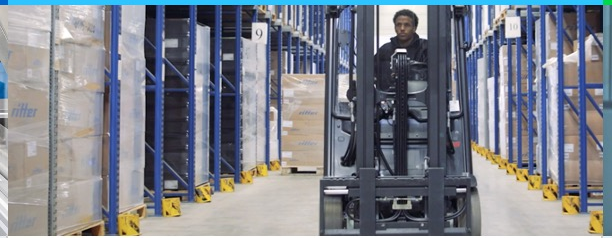
THEN

~5
Regional sales reps

NOW

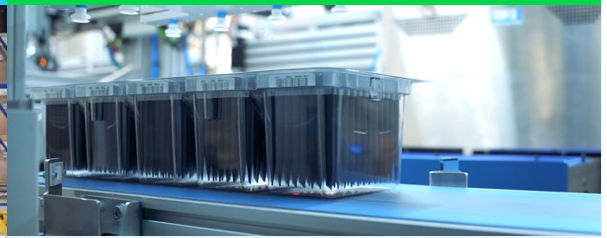
~3.5K
Global sales specialists

2. PURSUE SPECIFICATIONS



~28K
Potential customer targets

3. CONVERT PIPELINE





HSD+
Growth

Committed to sustainability

Embedding sound environmental, social and governance practices into our business strategy

PEOPLE & CULTURE

- Signatory to the CEO Action for Diversity & Inclusion pledge
- Increased board, executive and management diversity
- Launched Employee Resource Groups, other DE&I initiatives

INNOVATION & ENVIRONMENT

- Established goal to reduce operational GHG emissions by 15% by 2025
- Leveraged innovation centers to deliver sustainable products and services to customers

COMMUNITY ENGAGEMENT

- Avantor Foundation grants enhanced STEM education and healthcare programs

GOVERNANCE & INTEGRITY

- Enhanced shareholder rights and integrated ESG metrics into executive compensation design
- Launched Avantor Responsible Supplier Program



Significant value creation potential

2025 TARGET

~24%
ADJUSTED EBITDA MARGIN[1]

~$2.50
ADJUSTED EPS[1]

$9.5-$10.0B
IN REVENUE[1]



1. Management estimate based on organic growth, including impact of 2021 M&A

2022 full-year guidance



ORGANIC SALES GROWTH %	4-6%	Reported growth of 7-9%
ADJUSTED EBITDA %	>125 bps expansion	Margin approaching 21%
ADJUSTED EPS	$1.45 - $1.53	~15% growth[1]
FREE CASH FLOW	>$1,000M	Conversion >90%

1. Share count of 685M in both FY21 and FY22

SUMMARY

Well-positioned for growth and to empower scientific breakthroughs

Demonstrated track record of innovation & operational excellence

Multiple, powerful levers to drive above-market growth

A clear path forward and an unwavering commitment to our mission



Appendix

Reconciliations of GAAP to non-GAAP measures

($M)	Full Year 2018		Full Year 2019		Full Year 2020		9 months ended 9/30/2021	
Net sales growth (GAAP)	**$465.6[1]**	**8.6%**	**$176.0**	**3.0%**	**$353.3**	**5.8%**	**$875.8**	**19.0%**
Foreign currency impact	91.5	1.7	(123.3)	(2.1)	16.5	0.2	150.0	3.3
Sales from acquired companies	—	—	—	—	—	—	50.8	1.1
Organic net sales growth (non-GAAP)	**$374.1**	**6.9%**	**$299.3**	**5.1%**	**$336.8**	**5.6%**	**$675.0**	**14.6%**

1. Change in reported net sales from 2017 to 2018 is calculated assuming the VWR acquisition had occurred on January 1 of 2017. As disclosed in our original S-1, 2018 reported net sales were $5,864.3, compared to 2017 reported net sales of $1,247.4, adjusted for baseline VWR net sales of $4,151.3.

Reconciliations of GAAP to non-GAAP measures

($M)	Full Year 2018	Full Year 2019	Full Year 2020	9 months ended 9/30/2021
Net (loss) income (GAAP)	**$(86.9)**	**$37.8**	**$116.6**	**$478.6**
Amortization	321.3	312.3	307.5	210.4
Net foreign currency loss (gain) from financing activities	6.5	1.9	(0.7)	1.2
Other stock-based compensation expense (benefit)	(0.7)	36.8	1.3	2.9
Loss on extinguishment of debt	—	73.7	346.8	8.4
Restructuring and severance charges	81.2	24.3	11.8	2.2
Acquisition-related expenses	—	—	—	27.8
Purchase accounting adjustments	(1.0)	(10.7)	—	6.3
Transaction, integration and planning expenses	36.2	22.5	9.9	8.4
Other	8.5	3.2	7.2	—
Receipt of disgorgement penalty	—	—	—	(13.0)
Adjustment for U.S. tax reform act	(27.3)	—	—	—
Income tax benefit applicable to pretax adjustments	(104.9)	(128.2)	(225.2)	(55.0)
Adjusted net income (non-GAAP)	**232.9**	**373.6**	**575.2**	**678.2**
Interest expense	523.8	440.0	307.6	156.6
Depreciation	83.3	86.6	87.9	64.7
Income tax provision applicable to adjusted net income	105.3	131.0	170.9	189.4
Adjusted EBITDA (non-GAAP)	**$945.3**	**$1,031.2**	**$1,141.6**	**$1,088.9**

Reconciliations of GAAP to non-GAAP measures (continued)

(Shares in M)	Full Year 2018	Full Year 2019	Full Year 2020	9 months ended 9/30/2021
Diluted (loss) earnings per share (GAAP)	**$(2.69)**	**$(0.84)**	**$0.09**	**$0.73**
Dilutive impact of convertible instruments	2.35	0.19	0.09	0.01
Normalization for shares issued in IPO	0.21	0.71	—	—
Fully diluted (loss) earnings per share (non-GAAP)	**(0.13)**	**0.06**	**0.18**	**0.74**
Amortization	0.50	0.49	0.48	0.33
Net foreign currency loss (gain) from financing activities	0.01	—	—	—
Other stock-based compensation expense (benefit)	—	0.06	—	0.01
Loss on extinguishment of debt	—	0.11	0.54	0.02
Restructuring and severance charges	0.13	0.04	0.01	—
Acquisition-related expenses	—	—	—	0.04
Purchase accounting adjustments	(0.01)	(0.02)	—	0.01
Transaction, integration and planning expenses	0.06	0.03	0.02	0.02
Other	—	0.01	0.01	—
Receipt of disgorgement penalty	—	—	—	(0.02)
Adjustment for U.S. tax reform act	(0.04)	—	—	—
Income tax benefit applicable to pretax adjustments	(0.16)	(0.20)	(0.35)	(0.09)
Adjusted EPS (non-GAAP)	**$0.36**	**$0.58**	**$0.89**	**$1.06**
Weighted average share count (GAAP)	133	401	583	593.0
Share count for Adjusted EPS (non-GAAP)	643	643	643	643

Reconciliations of GAAP to non-GAAP measures (continued)

($M)	2018	2019	2020	Q3 2021
Debt, gross	$7,162.9	$5,249.4	$4,972.2	$5,667.4
Less: cash and cash equivalents	(184.7)	(186.7)	(286.6)	(1,426.1)
Net proceeds received from secondary offering	—	—	—	967.0
Numerator of adjusted net leverage	**6,978.2**	**5,062.7**	4,685.6	**5,208.3**
TTM adjusted EBITDA[1]	945.3	1,031.2	1,141.6	1,461.5
TTM ongoing share-based compensation expense	19.1	31.1	42.4	45.9
Pro forma adjustment for VWR	—	—	—	—
Pro forma adjustment for projected synergies	29.7	26.8	1.6	—
Denominator of adjusted net leverage	**$994.1**	**$1,089.1**	**$1,185.6**	**$1,507.4**
Adjusted net leverage (non-GAAP)	**7.0x**	**4.6x**	**4.0x**	**3.5x**

1. Represents the Adjusted EBITDA of Avantor for the training 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 Adjusted net leverage.