About Avantor

Avantor, Inc. (NYSE: AVTR), a Fortune 500 company, is a leading global provider of mission-critical products and services to the life sciences, advanced technologies and applied materials industries.

OUR IMPACT ON SCIENCE
Everything we do is tied to our unique mission to set science in motion to create a better world — and this mission has never mattered more. Whether enabling our customers to achieve breakthrough innovations such as life-changing therapies and vaccines or producing ultra high-purity products used in healthcare and critical environments — our more than 12,000 Avantor associates across the globe are actively creating a lasting impact and propelling breakthrough discoveries.

FOR ALL OUR STAKEHOLDERS
We recognize the interconnected nature of doing business, and our responsibility to our associates, customers, suppliers, shareholders, communities and the environment. Avantor’s everyday actions to create a better world underpin our commitment to sustainability and the impacts that over time will fulfill our mission.

POSITIONING AVANTOR FOR GROWTH
We are well-positioned for growth and remain focused on executing our long-term growth strategy. By leveraging our scale and broad access to research labs, we will continue to advance our role as a global science-setting leader. Our capacity for M&A offers an opportunity to enable innovation and scientific breakthroughs. From select, tuck-in acquisitions to large, transformational ones, we have a proven history of M&A success that is focused on building our opportunity pipeline.
2020 Avantor at a glance

We strategically serve customers across three geographic regions, in four end markets:

**TOTAL REVENUE**

$6.394B

5.6% Organic growth

15% Education & Government

25% Advanced Technologies & Applied Materials

10% Healthcare

50% Biopharma

~70% of revenue from life sciences

**AMERICAS**

Strong operational base in the United States, Canada and Latin America

$3.7B | 4.6% Organic growth in 2020

60% Revenue

**EUROPE**

Strong presence extends to 19 countries

$2.3B | 7.1% Organic growth in 2020

35% Revenue

**AMEA**

Infrastructure and footprint are expanding

$375M | 7.1% Organic growth in 2020

5% Revenue

For more information, please review our 2020 Annual Report on Form 10-K for the year ended December 31, 2020.
Science for Goodness

Our commitment to corporate sustainability

DELIVERING LONG-TERM VALUE
We’re committed to a sustainable future for Avantor and all our stakeholders.
As a global industry leader, we have a responsibility to deliver long-term value to our associates, customers, suppliers, shareholders and communities. By taking a holistic approach to our business strategy, we’re ensuring our actions go beyond today’s needs to generate a positive impact on the environment and society in the future.

This inherent responsibility is the basis of our new sustainability platform, Science for Goodness, which enables us to drive positive change every day by embedding it throughout our business.

SCIENCE FOR GOODNESS COMMITMENT
Our aim is simple: to add value to our business and society through Science for Goodness.

In doing so, we foster a unified and inclusive work environment and strengthen and support our communities. This culture enables us to deliver more sustainable product and service solutions that create lasting positive impacts for all our stakeholders.

We are committed to advancing Science for Goodness as our company evolves, and to shaping a culture aligned with our values and governing principles. This commitment is led by our Executive Leadership Team and Board of Directors, as well as our associates.

In 2020 we aligned our sustainability strategy with the United Nations Sustainable Development Goals and formalized a framework that is central to our corporate strategy. Avantor’s sustainability commitment is focused on four pillars: People & Culture, Innovation & Environment, Community Engagement and Governance & Integrity.

We are committed to continually measuring our progress against our defined goals. As our business grows, we will add other financial, environmental and social metrics to better assess and report on how we are improving our business and its operations.
01 People & Culture

TOTAL ASSOCIATES

12,611

ASSOCIATES BY GENDER

45% Female 5,472
55% Male 6,773

ASSOCIATES BY REGION

Americas 47% 5,927
Europe 35% 4,464
AMEA 18% 2,220

In AMEA, our Global Business Centers globally support a number of Avantor functions.

ASSOCIATES BY EMPLOYMENT TYPE, BY GENDER

Full-time
Female 5,147
Male 6,665

Part-time
Female 325
Male 108

PERCENTAGE OF WOMEN IN MANAGEMENT POSITIONS BY LEVEL

<table>
<thead>
<tr>
<th>Position Level</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>16.7%</td>
<td>83.3%</td>
</tr>
<tr>
<td>Senior Management</td>
<td>33.0%</td>
<td>67.0%</td>
</tr>
<tr>
<td>Director</td>
<td>31.5%</td>
<td>68.5%</td>
</tr>
<tr>
<td>Manager</td>
<td>36.9%</td>
<td>63.1%</td>
</tr>
<tr>
<td>Total</td>
<td>34.9%</td>
<td>65.1%</td>
</tr>
</tbody>
</table>

1. Total associates include entire eligible employee population, including 366 individuals whose gender is not reported.
## Racial/Ethnic Group Representation of U.S. Associates

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>7.0%</td>
<td>343</td>
</tr>
<tr>
<td>Black or African American</td>
<td>12.1%</td>
<td>645</td>
</tr>
<tr>
<td>Ethnicity Not Specified</td>
<td>12.2%</td>
<td>652</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>18.4%</td>
<td>982</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>3.0%</td>
<td>159</td>
</tr>
<tr>
<td>White</td>
<td>47.5%</td>
<td>2,541</td>
</tr>
</tbody>
</table>

## Racial/Ethnic Group Representation of U.S. Management by Level

<table>
<thead>
<tr>
<th>Position Level</th>
<th>Asian</th>
<th>Black or African American</th>
<th>Ethnicity Not Specified</th>
<th>Hispanic or Latino</th>
<th>Two or More Ethnicities</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100.0%</td>
</tr>
<tr>
<td>Senior Management</td>
<td>11.6%</td>
<td>2.9%</td>
<td>-</td>
<td>5.8%</td>
<td>-</td>
<td>79.7%</td>
</tr>
<tr>
<td>Director</td>
<td>10.4%</td>
<td>2.5%</td>
<td>-</td>
<td>5.9%</td>
<td>2.0%</td>
<td>78.7%</td>
</tr>
<tr>
<td>Manager</td>
<td>8.1%</td>
<td>4.7%</td>
<td>-</td>
<td>9.8%</td>
<td>1.7%</td>
<td>75.8%</td>
</tr>
</tbody>
</table>
AVANTOR ASSOCIATE-CENTRIC TEAMS (ACTS)

3 with nearly 300 associates who joined within the first 90 days post launch

50+ ASSOCIATE LISTENING SESSIONS HOSTED BY 13 EXECUTIVE LEADERS
100% of eligible associates received a performance review.

### Number of Associates Received Performance Review, by Gender and Age

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Under 30 years of age</strong></td>
<td>726</td>
<td>743</td>
</tr>
<tr>
<td><strong>Between 30 and 50 years of age</strong></td>
<td>2,135</td>
<td>2,918</td>
</tr>
<tr>
<td><strong>Over 50 years of age</strong></td>
<td>1,472</td>
<td>1,551</td>
</tr>
</tbody>
</table>

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1. For eligible associates
### RATE OF NEW HIRES

11.7%

NEWLY HIRED ASSOCIATES

### NEW HIRES BY AGE AND GENDER

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30 years</td>
<td>269</td>
<td>286</td>
</tr>
<tr>
<td>Between 30-50</td>
<td>217</td>
<td>362</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>71</td>
<td>89</td>
</tr>
</tbody>
</table>

### NEW HIRES BY AGE AND REGION

<table>
<thead>
<tr>
<th>Age Range</th>
<th>AMEA</th>
<th>Americas</th>
<th>Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30 years</td>
<td>234</td>
<td>260</td>
<td>202</td>
</tr>
<tr>
<td>Between 30-50</td>
<td>104</td>
<td>325</td>
<td>153</td>
</tr>
<tr>
<td>Over 50 years</td>
<td>129</td>
<td>30</td>
<td></td>
</tr>
</tbody>
</table>
RATE OF ASSOCIATE TURNOVER

16.1%
OVERALL COMPANY TURNOVER

TURNOVER BY AGE AND GENDER

Under 30 years of age
- Female: 297
- Male: 345

Between 30 and 50 years of age
- Female: 383
- Male: 538

Over 50 years of age
- Female: 155
- Male: 205

TURNOVER BY AGE AND REGION

Under 30 years of age
- AMEA: 203
- Americas: 335
- Europe: 160

Between 30 and 50 years of age
- AMEA: 169
- Americas: 527
- Europe: 225

Over 50 years of age
- AMEA: 12
- Americas: 243
- Europe: 105

TURNOVER BY LEVEL

<table>
<thead>
<tr>
<th>Position Level</th>
<th>Voluntary</th>
<th>Involuntary</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. %</td>
<td>No. %</td>
<td></td>
</tr>
<tr>
<td>Vice President and above</td>
<td>4 3.6%</td>
<td>11 9.8%</td>
</tr>
<tr>
<td>Director</td>
<td>29 4.4%</td>
<td>17 7.5%</td>
</tr>
<tr>
<td>Manager</td>
<td>64 7.7%</td>
<td>39 4.7%</td>
</tr>
<tr>
<td>Team Lead/Supervisor</td>
<td>73 9.6%</td>
<td>30 3.9%</td>
</tr>
<tr>
<td>Individual Contributor</td>
<td>1,044 9.9%</td>
<td>668 6.4%</td>
</tr>
</tbody>
</table>
ENCOURAGING WELL-BEING

1,937
Avantor in Motion fitness challenge participants

200+
Avantor Virtual 5K participants

15+
EAP webinars and support groups offered globally

OUR SAFETY RECORD BY THE NUMBERS¹

0.24
Lost Time Incident Rate (LTIR)

0.50
TOTAL RECORDABLE INCIDENT RATE (TRIR)

¹ According to the U.S. Bureau of Labor Statistics, these data points are well below the industry averages for all the business types in which we work. Visit their website for industry statistics.
39,729
Total IMPACT Recognition Moments

79%
OF ASSOCIATES PARTICIPATED IN OUR FIRST ENGAGEMENT SURVEY

33%
Unique Nominators

76%
Unique Recipients
02 Innovation & Environment

ENVIRONMENTALLY PREFERABLE PRODUCTS GLOBALLY

21,001

INNOVATION CENTERS
ACROSS THE GLOBE AND CLOSE COLLABORATION WITH OUR CUSTOMERS HELP MEET THEIR SUSTAINABILITY GOALS
### GREENHOUSE GAS EMISSIONS

| Scope 1 & 2¹ | 61,885 MTCO$_2$e |
| Direct (Scope 1) | 25,969 MTCO$_2$e |
| Indirect (Scope 2) | 35,916 MTCO$_2$e |

### ENERGY

| Consumption² | 220,507 MWh |
| Consumption by Type |
|-------------------|-------------|
| 92,219 MWh Electricity | 127,779 MWh Natural Gas |
| 337 MWh Diesel | 172 MWh Oil |

### Intensity

| Intensity | 9.68 MTCO$_2$e per $M$-USD Net Sales | 4.91 MTCO$_2$e per Associate |
| Intensity | 34.49 MWh per $M$-USD Net Sales | 17.49 MWh per Associate |

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1. Data reported in metric tons of CO$_2$ equivalents representing 61 sites globally reporting on emissions in 2020.
2. Data reported in megawatt-hours representing 61 sites globally reporting on energy use in 2020.
WASTE DIVERSION & RECYCLING

Waste Diversion from Landfill¹
55.1%

Waste Generation and Disposal Method

- 4,681 MT Recycled
- 509 MT Waste to Energy
- 4,227 MT Landfilled
- 9,417 MT Total

CUSTOMER RECYCLING SOLUTIONS & DIVERSION FROM LANDFILL

Customer Waste Recycled²
496 MT

WATER CONSUMPTION³

1,642 ML

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¹ Data reported in metric tons representing 37 sites globally reporting on waste generation, disposal and diversion in 2020.
² Data reported in metric tons of customer waste sent for recycling in 2020.
³ Data reported in million liters (1,000 m³) representing 43 sites globally reporting on water use in 2020.
03 Community Engagement

Enhanced 5 STEM Education & 3 Healthcare Programs

Approximately $550K in Avantor Foundation Grants

Avantor Foundation Philanthropy since 2009

$4.9M+ donated
500+ grants awarded

1M+ Surgical Masks Donated

Science for Goodness Sustainability Report
04 Governance & Integrity

**BOARD**

9 Members

**BOARD DIVERSITY – GENDER**

22% Female 78% Male

**BOARD DIVERSITY – AGE**

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-49</td>
<td>3</td>
</tr>
<tr>
<td>50-59</td>
<td>3</td>
</tr>
<tr>
<td>60-69</td>
<td>2</td>
</tr>
<tr>
<td>70+</td>
<td>1</td>
</tr>
</tbody>
</table>

**SUPPLIER DIVERSITY**

1,349 Diverse Suppliers 14.1% Customer Spend Rate on Diverse Suppliers $435M Total Customer Spend With Diverse Suppliers

**ISO 9001:2015 CERTIFIED AVANTOR LOCATIONS**

25 Manufacturing Facilities

15 Distribution Facilities (Americas)

47 Manufacturing & Distribution Facilities (Europe)

1. Currently, the number of authorized directors is 11 and may be changed by resolution of our Board.
We are committed to creating a better world — for our people and our planet — through sustainable business practices grounded in the governance outlined in four pillars: People & Culture, Innovation & Environment, Community Engagement and Governance & Integrity.

We look forward to providing regular updates on the programs included in the Report. For further information or immediate assistance, please contact:

**INVESTOR CONTACT**
AvantorIR@avantorsciences.com

**SUSTAINABILITY CONTACT**
Sustainability@avantorsciences.com