

Avantor, Inc.

100 Matsonford Road
Building One, Suite 200
Radnor, PA 19087
T 1-610-386-1700

AVANTOR STATEMENT:

COVID-19 BUSINESS CONTINUITY PLANNING

The intent of this statement is to provide our customers with an overview of the core elements of our BCPs in order to provide a general perspective regarding Avantor's COVID-19 response measures.

Avantor continues to monitor the impact from the evolving coronavirus (COVID-19) pandemic. Our executive Steering Committee is driving a swift and collaborative response across our global business. We remain actively engaged with our suppliers and customers and will continue to work towards meeting their critical needs during this unprecedented time.

Avantor helps life science companies fast-track treatments and vaccines for COVID-19. We support each major vaccine modality from R&D to production. We also enable fast, reliable COVID-19 testing and help ensure the safety of people, products and processes.

Business Continuity Plans ("BCPs") exist to mitigate a wide variety of potential causes of disruption to our normal business operations. Avantor has several different operating environments around the world. Some of our locations may even accommodate multiple work environments. Examples include:

- Laboratories
- Production facilities
- Distribution/warehousing or other storage facilities
- Company offices
- Home offices
- On-site services performed at a customer location

In general, Avantor's BCPs address natural disasters and other disruptions impacting utilities, plants and equipment, information technology, vital records, and the safety of our associates and the communities in which we work. These plans are designed principally to address recovery and restoration of disrupted activities and/or resources at our manufacturing and distribution sites. Our BCPs also include measures to ensure our customer service teams remain available in the event our normal operations are disrupted.

We manufacture several of the products we sell and distribute a number of others. Many of the products we distribute may be stocked in multiple locations across our global network, providing us helpful flexibility in the event a part of our global distribution network is disrupted. Some of the products we manufacture may also be produced at more than one location, however, not all of them are. Please note that not all our manufacturing processes are fully

automated. At some of our production sites, plants and equipment cannot be operated safely and efficiently without human interaction; the same is true for the distribution sites.

In response to the COVID-19 pandemic, several countries have enacted legal measures which limit the flow of certain goods and also limit the ability of people to travel or congregate in large groups or close quarters. We cannot predict whether additional similar (or more restrictive) measures may be implemented by local, state, or national authorities. We cannot predict how long such measures may endure, either.

Our teams are working diligently to adapt to such measures in an effort to mitigate any adverse impact they may have on the free flow of products our customers may want. At the same time, we remain deeply committed to the health and safety of our employees. It may be necessary to reduce work hours or to suspend operations at one or more of our sites to help protect our associates from COVID-19 infections and/or to honor government orders pertaining to COVID-19.

If such a disruption occurs, we believe Avantor BCPs will be effective in most, but not in every conceivable situation. We do not intend to share copies of our BCPs with customers. Nonetheless, we are ready to discuss with you any concerns you may have about the availability of specific product(s) and services you purchase from Avantor. Please direct your inquiries to your Avantor sales representative.

We believe our BCPs will allow us to remain in contact with customers to provide periodic updates regarding the availability of product(s) and the time to resumption of normal operations. We will work with customers in good faith to share current information regarding product availability and the status of our distribution and production operations relevant to specific products or customer sites.

The COVID-19 pandemic is both global and evolving. We are working diligently to adapt to new developments and to share updates with customers as appropriate.