

**AVANTOR, INC.  
NOMINATING AND GOVERNANCE COMMITTEE  
OF THE BOARD OF DIRECTORS  
CHARTER**

**I. PURPOSE**

The Nominating and Governance Committee (the “Committee”) of the Board of Directors (the “Board of Directors”) of Avantor, Inc. (the “Company”) will provide assistance to the Board of Directors by, among other things:

- A. Identifying individuals qualified to become directors, consistent with the criteria approved by the Board of Directors, from time to time, and selecting, or recommending that the Board of Directors select, the director nominees for the next annual meeting of stockholders or to fill vacancies or newly created directorships that may occur between such meetings;
- B. Developing and recommending to the Board of Directors a set of corporate governance principles applicable to the Company and assisting the Board of Directors in complying with them;
- C. Overseeing the evaluation of the Board of Directors and the compensation thereof;
- D. Recommending members of the Board of Directors to serve on committees of the Board of Directors and evaluating the operations and performance of such committees;
- E. Overseeing the evaluation of management and overseeing and approving the management continuity and succession planning process; and
- F. Otherwise taking a leadership role in shaping the corporate governance of the Company.

**II. STRUCTURE AND OPERATIONS**

Composition and Qualifications

The Committee will be comprised of two or more members of the Board of Directors, and subject to an election by the Company to rely upon the transition periods applicable to initial public offerings, each member will be determined by the Board of Directors to be “independent” under the applicable rules of the New York Stock Exchange.

Appointment and Removal

The members of the Committee will be appointed by the Board of Directors and each member will serve until such member’s successor is duly elected and qualified or until such member’s earlier resignation removal, retirement, disqualification or death. The members of the Committee may be removed, with or without cause, by action of the Board of Directors.

## Chairperson

Unless a chairperson of the Committee (the “Chairperson”) is selected by the Board of Directors, the members of the Committee will designate a Chairperson by the majority vote of the full Committee membership. The Chairperson of the Committee will chair all regular sessions of the Committee and is responsible for setting the agendas for Committee meetings. In the absence of the Chairperson of the Committee, the Committee will select another member to preside.

## Delegation to Subcommittees

The Committee may form subcommittees composed of one or more of its members for any purpose that the Committee deems appropriate and may delegate to such subcommittees such power and authority as the Committee deems appropriate.

## III. MEETINGS

The Committee will meet periodically as circumstances dictate. The Chairperson of the Board of Directors or any member of the Committee may call meetings of the Committee. Unless otherwise restricted by the Company’s certificate of incorporation, all meetings of the Committee may be held telephonically. In addition, unless otherwise restricted by the Company’s certificate of incorporation, the Committee may act by unanimous written consent in lieu of a meeting. The agenda of each Committee meeting will be established by the Chairperson with the assistance of appropriate members of management. Each Committee member is free to suggest the inclusion of items on the agenda. Each Committee member is free to raise at any Committee meeting subjects that are not on the agenda for that meeting.

All non-management directors that are not members of the Committee may attend meetings of the Committee but may not vote. Additionally, the Committee may invite to its meetings any director, management of the Company and such other persons as it deems appropriate in order to carry out its responsibilities. The Committee may also exclude from its meetings any persons it deems appropriate in order to carry out its responsibilities.

A majority of the Committee will constitute a quorum for the transaction of business and the act of a majority of those present at any meeting at which there is a quorum will be the act of the Committee.

## IV. RESPONSIBILITIES AND DUTIES

The following functions are expected to be the common recurring activities of the Committee in carrying out its responsibilities. These functions should serve as a guide with the understanding that the Committee may carry out additional functions and adopt additional policies and procedures as may be required or appropriate in light of changing business, legislative, regulatory, legal or other conditions. The Committee will also carry out any other responsibilities and duties delegated to it by the Board of Directors from time to time.

The Committee, in discharging its oversight role, is empowered to study or investigate any matter of interest or concern that the Committee deems appropriate and will have the authority to retain and terminate outside counsel or other experts for this purpose, including the authority to approve the fees payable to such counsel or experts and any other terms of retention. The Company will provide appropriate funding, as determined by the Committee, for

payment of reasonable compensation to any consultant, legal counsel or other adviser retained by the Committee, as well as funding for the payment of ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties. The Committee also will have sole authority to retain and to terminate any search firm to be used to assist it in identifying candidates to serve as directors of the Company, including sole authority to approve the fees payable to such search firm and any other terms of retention.

### Board Selection, Composition and Evaluation

1. Establish criteria for the selection of nominees for election as directors to serve on the Board of Directors.
2. Identify individuals believed to be qualified as candidates to serve on the Board of Directors and select, or recommend that the Board of Directors select, the nominees for all directorships to be filled by the Board of Directors or by the stockholders at an annual or special meeting. In identifying candidates for membership on the Board of Directors, the Committee will take into account all factors it considers appropriate, which may include (a) minimum individual qualifications, including strength of character, mature judgment, familiarity with the Company's business and industry, independence of thought and an ability to work collegially and (b) all other factors the Committee considers appropriate, which may include age, gender and ethnic and racial background, existing commitments to other businesses, potential conflicts of interest with other pursuits, legal considerations such as antitrust issues, corporate governance background, various and relevant career experience, relevant technical skills, relevant business or government acumen, financial and accounting background, executive compensation background and the size, composition and combined expertise of the existing Board of Directors. The Committee also may consider the extent to which the candidate would fill a present need on the Board of Directors.

Review and make recommendations to the full Board of Directors, or determine, whether members of the Board of Directors should stand for re-election. Consider matters relating to the retirement of members of the Board of Directors, including term limits or age limits, as well as the performance of such directors.

In the case of a director nominated to fill a vacancy on the Board of Directors due to an increase in the size of the Board of Directors, recommend to the Board of Directors the class of directors in which the director-nominee should serve and in accordance with any applicable provisions of the Company's certificate of incorporation.

3. Evaluate candidates for nomination for election to the Board of Directors, including those recommended by stockholders on a substantially similar basis as it considers other nominees. In that connection, the Committee will adopt procedures for the submission of recommendations by stockholders as it deems appropriate.
4. Conduct all necessary and appropriate inquiries into the backgrounds and qualifications of possible candidates to serve on the Board of Directors.
5. Consider questions of independence and possible conflicts of interest of members of the Board of Directors and executive officers and whether a candidate has special relationships, interests or a specific agenda that would impair his or her ability to effectively represent the interests of all stockholders.

6. Review and make recommendations, as the Committee deems appropriate, regarding the composition and size of the Board of Directors in order to ensure the Board of Directors has the requisite expertise and its membership consists of persons with sufficiently diverse and independent backgrounds.
7. Oversee the evaluation of the Board of Directors.

#### Committee Selection, Composition and Evaluation

8. Recommend members of the Board of Directors to serve on the committees of the Board of Directors, giving consideration to the criteria for service on each committee as set forth in the charter for such committee, as well as to any other factors the Committee deems relevant, and where appropriate, make recommendations regarding the removal of any member of any committee.
9. Recommend members of the Board of Directors to serve as the chairpersons of the standing committees of the Board of Directors.
10. Establish, monitor and recommend the purpose, structure and functions of the various committees of the Board of Directors, the qualifications and criteria for membership on each committee of the Board of Directors and, as circumstances dictate, make any recommendations regarding periodic rotation of directors among the committees and impose any term limitations of service on any committee of the Board of Directors.
11. Periodically review the charter, composition and performance of each committee of the Board of Directors and make recommendations to the Board of Directors for the creation of additional committees or the elimination of committees of the Board of Directors.

#### Director Compensation and D&O Insurance

12. Review and recommend to the Board of Directors for approval, the form and amount of director compensation, as well as make recommendations regarding director's and officer's indemnification and insurance matters.

#### Implementation of Provisions of Stockholders Agreement

13. To the extent there is a stockholders agreement to which the Company is a party (as such may be amended from time to time) that governs the composition of the Company's Board of Directors [and its committees], the Committee will act appropriately to nominate individuals to serve as directors of the Board of Directors, to fill vacancies on the Board of Directors and to comply with such other matters as may be specified in such agreement, in each case, in accordance with such stockholders agreement.

## Corporate Governance

14. Assist the Board of Directors in overseeing and monitoring the Company's approach and strategy relating to environmental and social responsibility and other corporate citizenship and sustainability matters.
15. Review the adequacy of the certificate of incorporation of the Company and recommend to the Board of Directors, as conditions dictate and as it deems appropriate, proposed amendments to the certificate of incorporation.
16. Develop and recommend to the Board of Directors a set of corporate governance principles to be included in the Company's Corporate Governance Guidelines and keep abreast of developments with regard to corporate governance to enable the Committee to recommend to the Board of Directors changes to the Company's Corporate Governance Guidelines in light of such developments as may be appropriate.
17. Review policies relating to meetings of the Board of Directors. This may include meeting schedules and locations, meeting agendas and procedures for delivery of materials in advance of meetings.

## Continuity / Succession Planning Process

18. Review policies and principles for chief executive officer and other executive officer selection and performance review, as well as policies regarding succession in the event of an emergency or the retirement of the chief executive officer or other executive officers.
19. Oversee and approve the management continuity planning process of the Company.

## Reports

20. Report regularly to the Board of Directors including:
  - (i) following meetings of the Committee; and
  - (ii) with respect to such other matters as are relevant to the Committee's discharge of its responsibilities.

The Committee will provide such recommendations to the Board of Directors as the Committee may deem appropriate. The report to the Board of Directors may take the form of an oral report by the Chairperson or any other member of the Committee designated by the Committee to make such report.

21. Maintain minutes or other records of meetings and activities of the Committee.

## V. ANNUAL PERFORMANCE EVALUATION

The Committee will perform a review and evaluation, at least annually, of the performance of the Committee and its members, including by reviewing the compliance of the Committee with this Charter. In addition, the Committee will review and reassess periodically the adequacy of this Charter and recommend to the Board of Directors any proposed changes

to this Charter that the Committee considers necessary or appropriate. The Committee will conduct such evaluations and reviews in such manner as it deems appropriate.

Effective Date: April 25, 2019