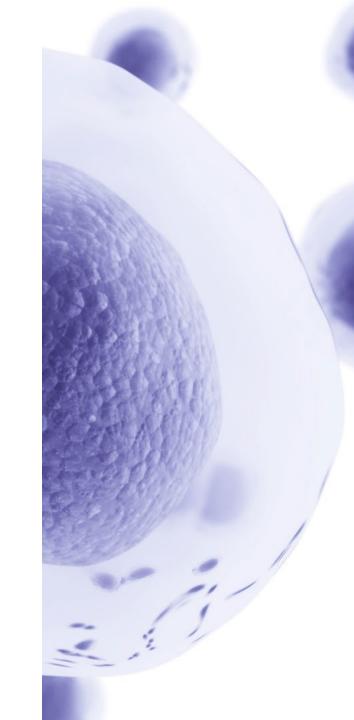


Azenta Life Sciences

Investor Overview

April 2022



Safe Harbor Statement



"Safe Harbor" Statement under the U.S. Private Securities Litigation Reform Act of 1995; certain matters in this presentation, including forecasts of future demand and future Company performance, are forward-looking statements that are subject to risks and uncertainties that could cause actual results to materially differ, either better or worse, from those projected. Further discussions of risk factors are available in the Company's most recent SEC filings, including the annual report on Form 10-K for the fiscal year ended September 30, 2021 and any subsequent quarterly reports on Form 10-Q. The Company assumes no obligation to update the information in this presentation.

Regulation G

This presentation contains certain non-GAAP measures which are provided to assist in an understanding of the Azenta business and its operational performance. These measures should always be considered in conjunction with the appropriate GAAP measure. Reconciliations of all non-GAAP amounts to the relevant GAAP amount are provided as a separate presentation on the Company's website. All financial projections throughout this presentation, other than ROIC, exclude amortization of intangibles, restructuring expense and other special charges.

Building on Core Strengths. Forging New Growth Paths.



Azenta Life Sciences Overview

Market Drivers

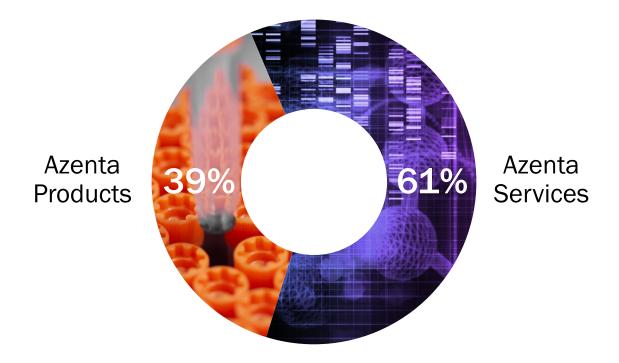
Our Differentiated Solutions

Outlook: Compelling growth ahead

Azenta Life Sciences at a Glance



\$500M+ Business Growing Double Digits



\$514M

Revenue

24%

Growth Rate (CAGR '19-21)

17%

EBITDA Margin* Continuing Ops.

~2,900

Employees

>\$2.5B No

Net Cash **

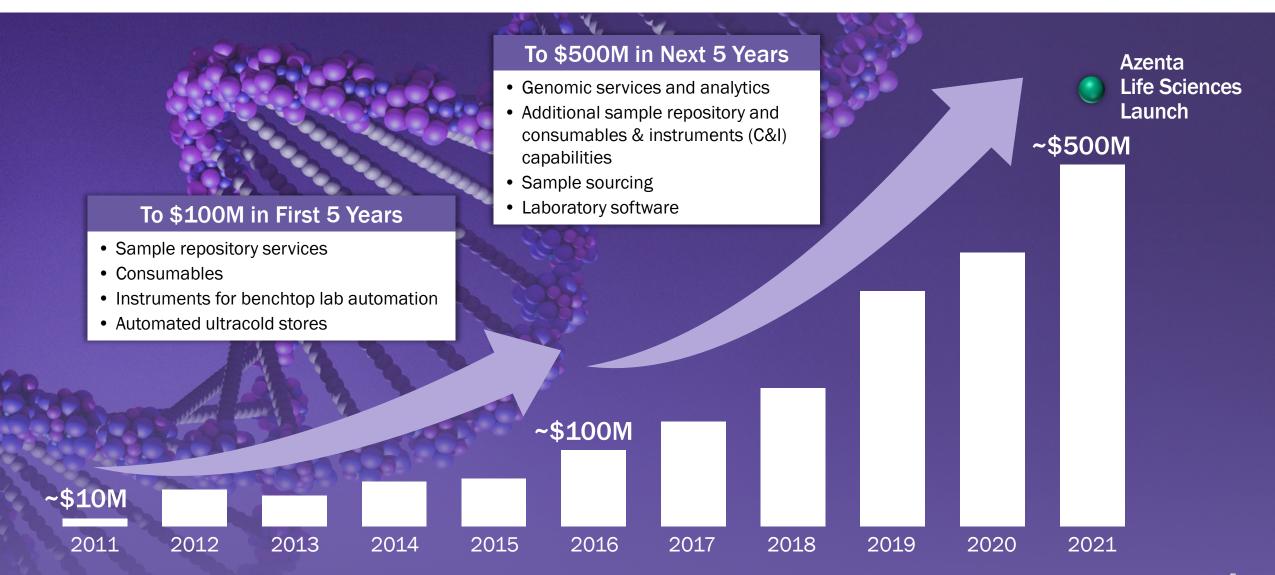
Data shown is FY'21 as of 9/30/21 based on continuing operations

^{*}Non-GAAP financial measures – see reconciliation tables.

^{**} Estimated net cash following completion of sale of Semiconductor Solutions Business on 2/1/2022 after taxes and other fees

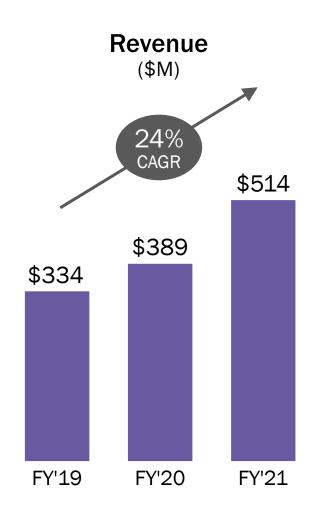
Established Strong Foundation – Zero to \$500M in 10 years

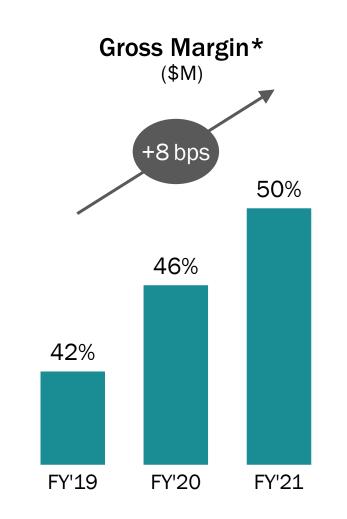


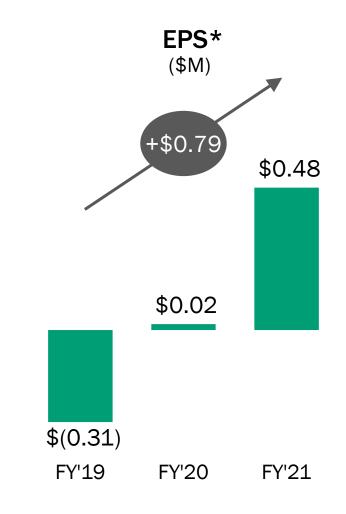


Strong Track Record of Growth





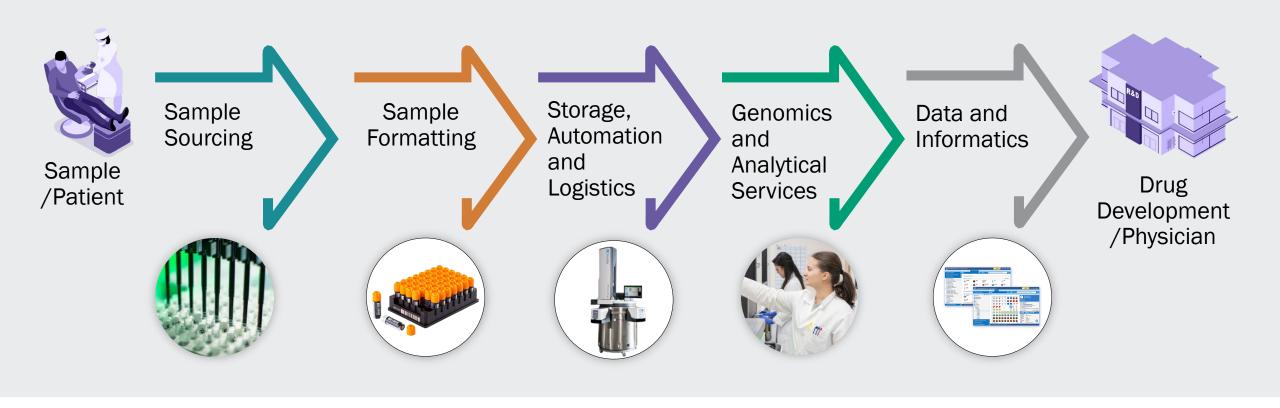




^{*}Non-GAAP financial measures – see reconciliation tables. Based on continuing operations

The Azenta Portfolio Is a Key Enabler Across the Sample Solutions and Management Value Chain





Building on Core Strengths. Forging New Growth Paths.



Azenta Life Sciences Overview

Market Drivers

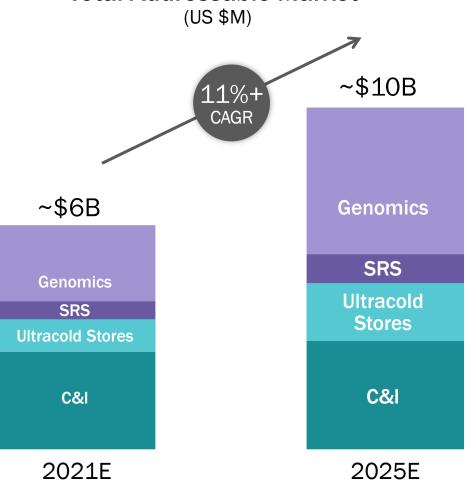
Our Differentiated Solutions

Outlook: Compelling growth ahead

\$10B Total Addressable Market by 2025



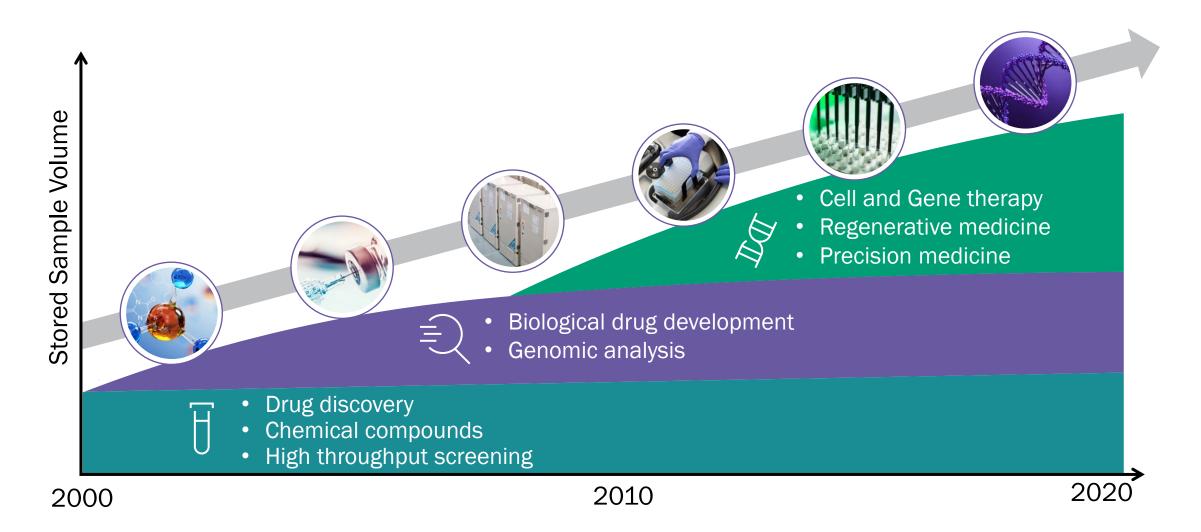
Total Addressable Market*



Our outperformance comes from our innovative solutions that address the fastest growing areas of life sciences

Samples Are at the Core of All Life Sciences Research





Strategically Positioned to Capitalize on Market Trends



Growth in R&D and **Outsourcing**



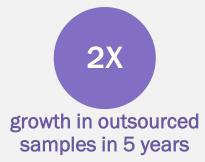
- Healthy outlook for R&D spend
- Continued pharma / biotech outsourcing



High Demand for Quality **Sample Collections**



- Strong demand for automated workflows
- Need for informatics & access to sample data



C> Market Poised for Continued Growth



- Genomics is enabling advances in drug development
- Demand for end-to-end customer solutions



Cell & Gene Therapy market today

Demand for a Global Footprint



 Continued demand for strong talent base across geographies (e.g., US, Europe, China)



globally

The Azenta portfolio serves large and growing markets

Building on Core Strengths. Forging New Growth Paths.



Azenta Life Sciences Overview

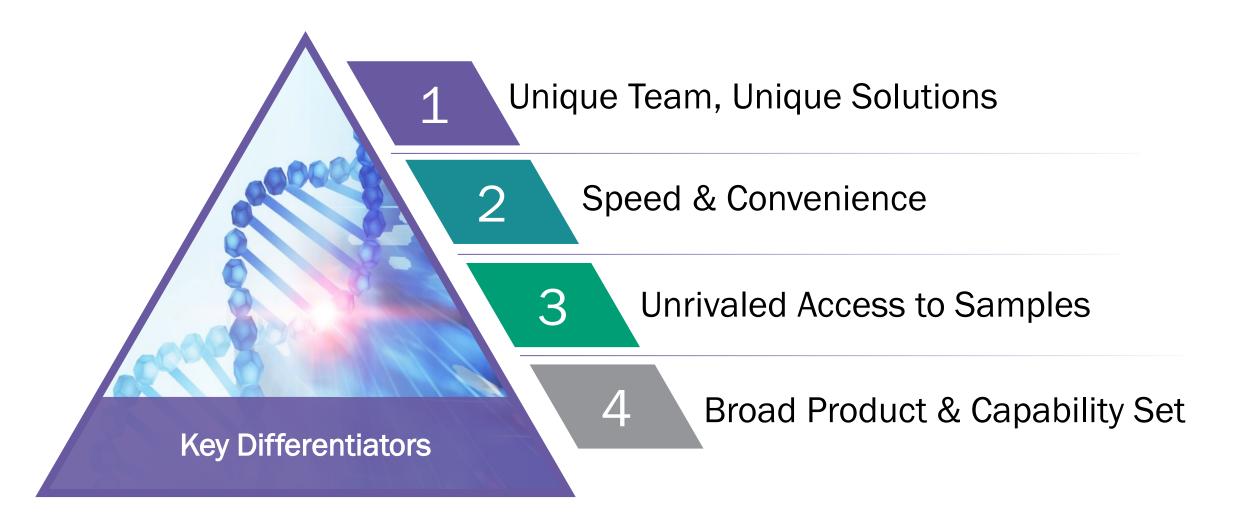
Market Drivers

Our Differentiated Solutions

Outlook: Compelling growth ahead

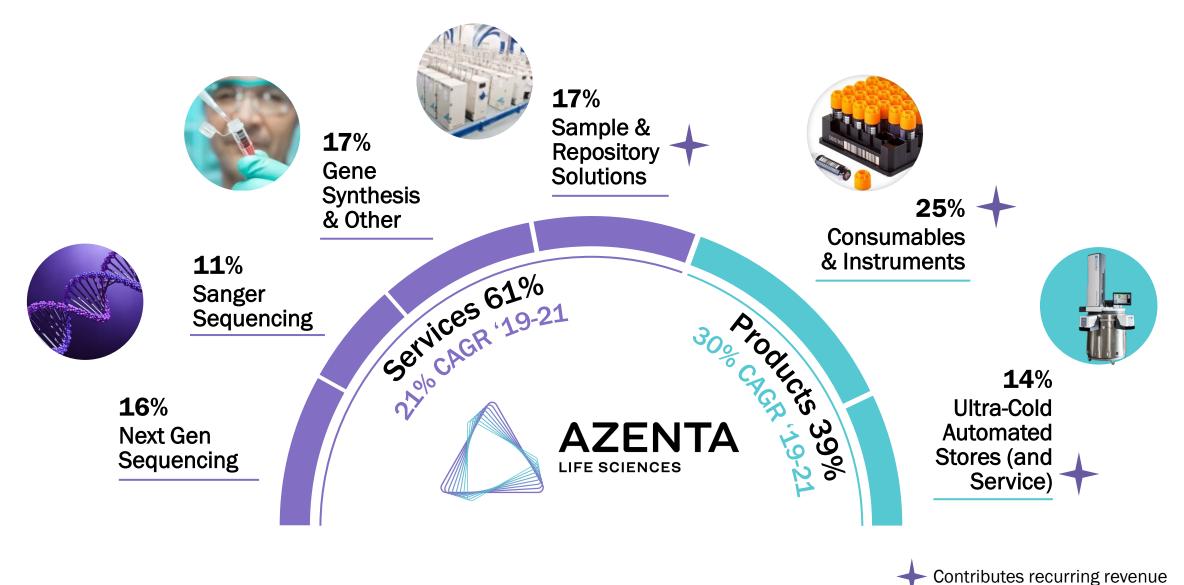
A Differentiated Position in the Marketplace





Diverse Revenue Profile Aligned for Higher Growth





Serving an Impressive Roster of Global Customers





served by Azenta



trust Azenta with

their samples



Best-selling pharma products: clinical samples managed by SRS



US molecular biologists use Azenta*



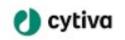
Citations in scientific journals



labs use Azenta

Pharma / Biotech











Leading Customers Include:

Healthcare / Clinical







Academic / Government







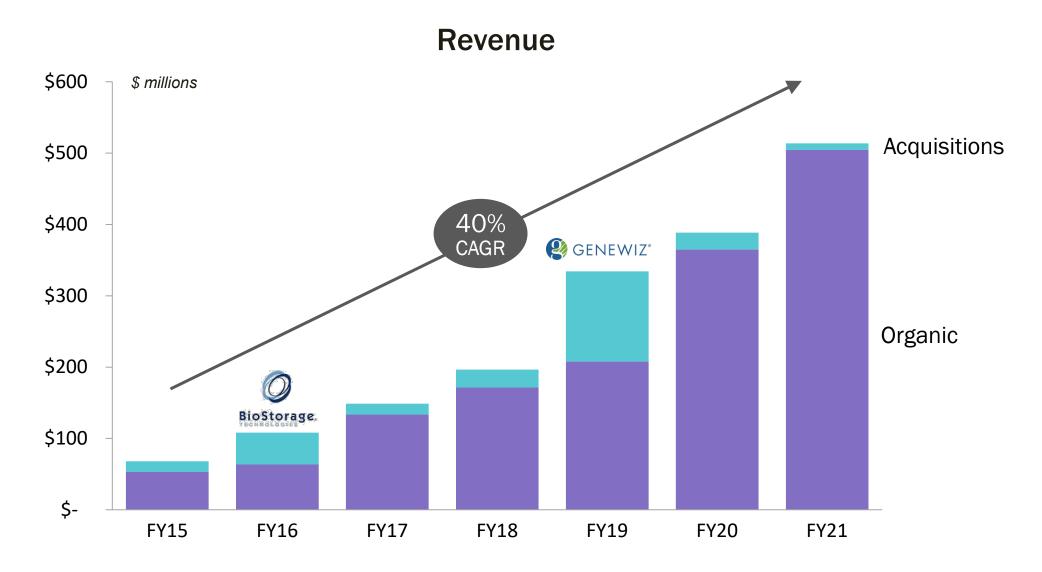






Track Record of Organic Growth Supplemented by M&A





Building on Core Strengths. Forging New Growth Paths.



Azenta Life Sciences Overview

Market Drivers

Our Differentiated Solutions

Outlook: Compelling growth ahead

Strategy Going Forward

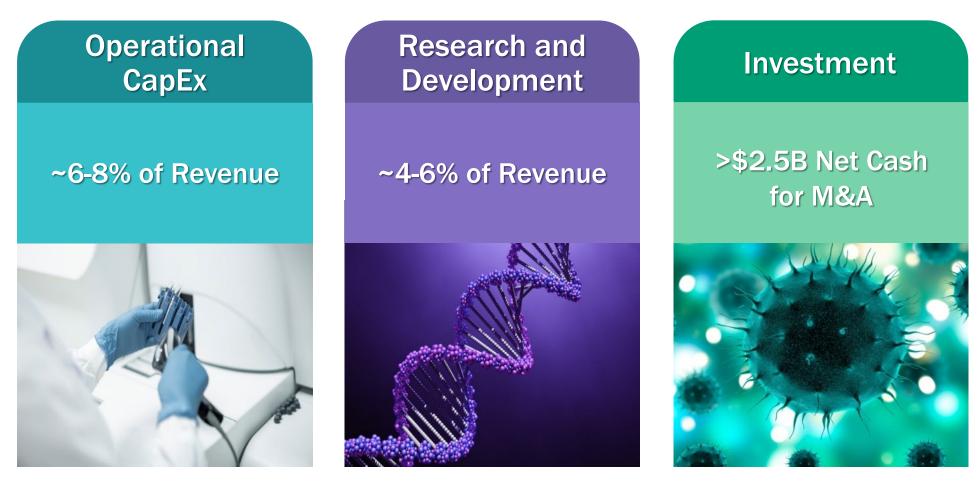


- Extend leadership in core markets
- 2 Invest for organic growth and strategic M&A
- 3 Drive margin expansion
- 4 Utilize balanced and disciplined capital deployment with ROIC focus



Disciplined Approach to Capital Deployment





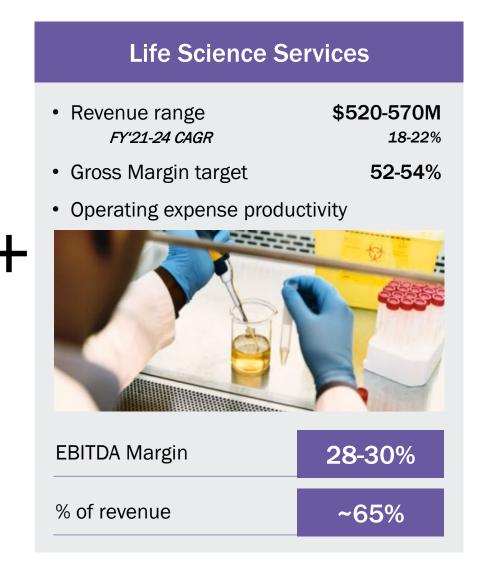
Prioritizing cash for M&A opportunities and organic investment

Azenta 3-Year Target Model



Operating Business Segments, FY 2024 Goal, As Provided November 16, 2021

Life Science Products				
• Revenue growth to FY'21-24 CAGR	\$280-310M 12-16%			
 Gross Margin target 	47-49%			
Operating expense production	ctivity			
EBITDA Margin	20-24%			
% of revenue	~35%			



Revenue CAGR FY'21-24 ~18%

EBITDA Margin ~26%

ROIC of ~12%

Azenta 3-Year Target Model – Continuing Operations



FY2024 Goal, As Provided November 16, 2021

\$M except EPS	FY 2019	FY 2020	FY 2021
Total Revenue Life Science Services Life Science Products	\$334M	\$389M	\$514
	\$215M	\$259M	\$314
	\$119M	\$130M	\$200
Gross Margin*	42%	46%	50%
Operating Expenses* % of Revenue	46%	46%	41%
Operating Income* % of Revenue	(\$12M)	\$0M	\$47M
	(4%)	0%	9%
EBITDA*	\$14M	\$28M	\$86M
EPS*	(\$0.31)	\$0.02	\$0.48

FY 2024 Goal
\$800-880M \$520-570M \$280-310M
50-52%
~32%
\$150-190M 19-22%
\$200-240M \$1.50-1.90

Guidance As Provided February 8, 2022



Continui	ing (Opera	ations	3

\$M except EPS	Q1'21	Q2'21	Q3'21	Q4'21	Q1'22
Total Revenue	\$118M	\$130M	\$129M	\$137M	\$140M
Adjusted EBITDA*	\$22.3	\$23.7	\$18.7	\$21.2	\$19.8M
EPS*	\$0.13	\$0.14	\$0.10	\$0.12	\$0.12

Q2'22 Guidance
\$137-147M
\$18-24M
\$0.07-0.15

Proven Track Record in Successful M&A: 10 Years, >10 Transactions, ~\$1B Capital with ROIC Focus





Acquisition Focus

- Strategic fit to add value
- ROIC > WACC in 5-7 years
 - High growth
 - Profit leverage

Building on Core Strengths. Forging New Growth Paths.



\$500M+ revenue company with growth opportunities through 2024 and beyond

High-teens *AND* profitable growth with cash generation

Strong balance sheet with an experienced and capable team

Global platform that can support more capabilities and customers

By 2024

Revenue \$800-880M

Adj. EBITDA* \$200-240M

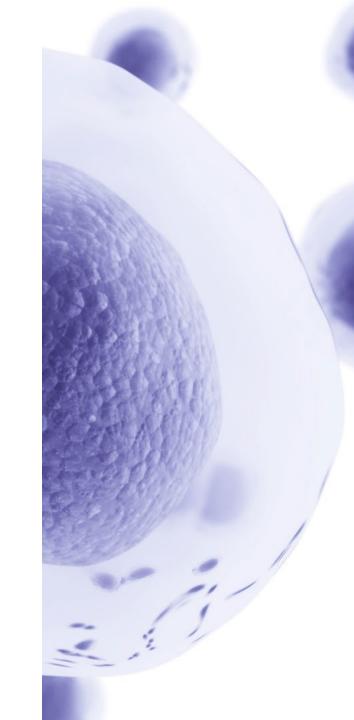
EPS* \$1.50-1.90

Capital to deploy >\$2.5B

4



Appendix



Azenta 3-Year Target Model – Standalone Basis



FY2024 Goal, As Provided November 16, 2021

\$M except EPS	FY 2019	FY 2020	FY 2021
Total Revenue Life Science Services Life Science Products	\$334M	\$389M	\$514
	\$215M	\$259M	\$314
	\$119M	\$130M	\$200
Gross Margin*	42%	46%	50%
Operating Expenses* % of Revenue	45%	44%	38%
Operating Income* % of Revenue	(\$9M)	\$8M	\$61M
	(3%)	2%	12%
EBITDA*	\$17M	\$37M	\$96M
EPS*	(\$0.10)	\$0.07	\$0.63

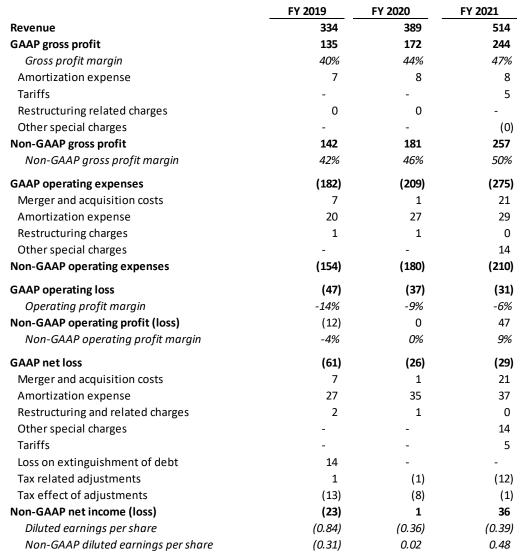
FY 2024 Goal
\$800-880M \$520-570M \$280-310M
50-52%
~32%
\$150-190M 19-22%
\$200-240M \$1.50-1.90

The standalone P&L's reflect pro-forma adjustments to exclude certain corporate costs reported in Continuing operations that management anticipates will no longer be incurred upon completion of the divestiture.

GAAP to Non-GAAP Reconciliation

Continuing Operations

\$ millions, except EPS





	FY	2019	FY	2020	FY	2021
<u>Life Sciences Products</u>						
Revenue	\$	119	\$	130	\$	200
GAAP gross profit		44		56		93
Gross profit margin		37%		43%		46%
Amortization expense		1		1		1
Non-GAAP gross profit		45		57		94
Non-GAAP gross profit margin		38%		44%		47%
Operating expenses		(66)		(60)		(71)
GAAP operating profit (loss)		(22)		(4)		22
Operating profit margin		-19%		-3%		11%
Non-GAAP operating profit (loss)		(21)		(3)		23
Non-GAAP operating profit margin		-18%		-2%		12%
	FY	2019	FY	2020	FY	2021
<u>Life Sciences Services</u>						
Revenue	\$	215	\$	259	\$	314
GAAP gross profit		91		116		151
• .						
Gross profit margin		42%		45%		48%
				<i>45%</i> 7		<i>48</i> % 7
Gross profit margin		42%				
Gross profit margin Amortization expense		<i>42%</i> 6		7		7
Gross profit margin Amortization expense Tariff and other special charges		<i>42%</i> 6 0		7		7 5 164
Gross profit margin Amortization expense Tariff and other special charges Non-GAAP gross profit		42% 6 0 97		7 0 124		7 5 164 52%
Gross profit margin Amortization expense Tariff and other special charges Non-GAAP gross profit Non-GAAP gross profit margin Operating expenses		42% 6 0 97 45%		7 0 124 48%		7 5 164 52% (141)
Gross profit margin Amortization expense Tariff and other special charges Non-GAAP gross profit Non-GAAP gross profit margin		42% 6 0 97 45% (88)		7 0 124 48% (121)		7 5 164 52% (141)
Gross profit margin Amortization expense Tariff and other special charges Non-GAAP gross profit Non-GAAP gross profit margin Operating expenses GAAP operating profit (loss)		42% 6 0 97 45% (88) 3		7 0 124 48% (121) (4)		5

Net Income Reconciliation to Adjusted EBITDA

Continuing Operations





	FY'19	FY20	FY'21
Net income	437.4	64.9	110.7
Income from discontinued operations, net of tax	(498.5)	(91.2)	(139.6)
Net income (loss) from continuing operations	(61.1)	(26.4)	(28.9)
Adjustments:			
Interest income	(1.4)	(0.8)	(0.6)
Interest expense	22.2	2.9	2.0
Income tax provision	(22.8)	(13.9)	(20.1)
Depreciation	14.0	18.7	19.5
Amortization of intangible assets	27.3	35.4	37.4
Loss on extinguishment of debt	14.3	-	-
EBITDA-from Continuing Operations	(7.5)	15.9	9.3
Adjustments:			
Stock-based compensation	13.1	10.8	20.1
Rebranding and transformation	-	-	0.8
Tax indemnification reserve release	-	-	16.0
Impairment of trademark	-	-	13.4
Tariff adjustment	-	-	5.4
Restructuring and restructuring related charges	1.7	1.0	0.4
Merger and acquisition costs / Other	6.7	0.5	20.7
Adjusted EBITDA - from Continuing Operations	13.9	28.2	86.0
Adjusted EBITDA margin	4.2%	7.3%	16.7%

Life Science Products	FY19	FY20	FY21
Operating Profit (Loss)	(22.1)	(4.2)	22.0
Adjustments:			
Depreciation	3.0	3.3	3.5
Amortization of intangible assets	1.2	1.2	1.1
EBITDA	(17.9)	0.3	26.6
EBITDA margin	-15.1%	0.2%	13.3%
Adjustments:			
Stock-based compensation	7.1	3.7	6.6
Adjusted EBITDA	(10.8)	4.0	33.2
Adjusted EBITDA margin	-9.1%	3.1%	16.6%
Life Science Services	FY19	FY20	FY21
<u>Life Science Services</u> Operating Profit (Loss)	FY19 3.1	FY20 (4.4)	FY21 10.3
Operating Profit (Loss)			
Operating Profit (Loss) Adjustments:	3.1	(4.4)	10.3
Operating Profit (Loss) Adjustments: Depreciation	3.1	(4.4)	10.3
Operating Profit (Loss) Adjustments: Depreciation Amortization, restructuring related,	3.1 14.0	(4.4)	10.3 15.1
Operating Profit (Loss) Adjustments: Depreciation Amortization, restructuring related, and other special charges	3.1 14.0 5.9	(4.4) 15.0 7.2	10.3 15.1 6.9
Operating Profit (Loss) Adjustments: Depreciation Amortization, restructuring related, and other special charges EBITDA	3.1 14.0 5.9 22.9	(4.4) 15.0 7.2 17.9	10.3 15.1 6.9 32.3
Operating Profit (Loss) Adjustments: Depreciation Amortization, restructuring related, and other special charges EBITDA EBITDA margin	3.1 14.0 5.9 22.9	(4.4) 15.0 7.2 17.9	10.3 15.1 6.9 32.3
Operating Profit (Loss) Adjustments: Depreciation Amortization, restructuring related, and other special charges EBITDA EBITDA margin Adjustments:	3.1 14.0 5.9 22.9 10.7%	(4.4) 15.0 7.2 17.9 6.9%	10.3 15.1 6.9 32.3 10.3%
Operating Profit (Loss) Adjustments: Depreciation Amortization, restructuring related, and other special charges EBITDA EBITDA margin Adjustments: Tariff adjustment	3.1 14.0 5.9 22.9 10.7%	(4.4) 15.0 7.2 17.9 6.9%	10.3 15.1 6.9 32.3 10.3%

GAAP to Non-GAAP Reconciliation - Standalone

Total Azenta – Continuing Operations

\$ millions, except EPS



	FY 2019	FY 2020	FY 2021
Revenue	334	389	514
GAAP gross profit	135	172	244
Gross profit margin	40%	44%	47%
Non-GAAP Adjustments	7	8	14
Non-GAAP gross profit	142	181	257
Non-GAAP gross profit margin	42%	46%	50%
Non-GAAP standalone gross profit	142	181	257
Non-GAAP standalone gross profit margin	42%	46%	50%
GAAP operating expenses	(182)	(209)	(275)
Non-GAAP adjusments	29	28	65
Non-GAAP operating expenses	(154)	(180)	(210)
Standalone adjustments	3	8	15
Non-GAAP standalone operating expenses	(150)	(173)	(196)
GAAP operating loss	(47)	(37)	(31)
Operating profit margin	-14%	-9%	-6%
Non-GAAP operating profit (loss)	(12)	0	47
Non-GAAP operating profit margin	-4%	0%	9%
Standalone adjustments	3	8	14
Non-GAAP standalone operating profit (loss)	(9)	8	62
Non-GAAP standlone operating profit margin	-3%	2%	12%
GAAP net loss	(61)	(26)	(29)
Merger and acquisition costs	7	1	21
Amortization expense	27	35	37
Restructuring and related charges	2	1	0
Other special charges	-	-	14
Tariffs	-	-	5
Loss on extinguishment of debt	14	-	-
Tax related adjustments	1	(1)	(12)
Tax effect of adjustments	(13)	(8)	(1)
Non-GAAP net income (loss)	(23)	1	36
Non-GAAP standlone net income (loss)	(7)	5	47
Diluted earnings per share	(0.84)	(0.36)	(0.39)
Non-GAAP diluted earnings per share	(0.31)	0.02	0.48
Standalone Non-GAAP diluted earnings per share	(0.10)	0.07	0.63

GAAP to Non-GAAP Reconciliation

Continuing Operations – Total Azenta



(\$ in millions, except EPS)

	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Revenue	91.7	95.3	93.3	108.2	118.1	129.5	129.1	136.9	139.7
GAAP gross profit	38.7	41.7	39.3	52.5	57.3	57.9	62.4	66.1	67.0
Gross profit margin	42.2%	43.7%	42.1%	48.5%	48.5%	44.7%	48.4%	48.3%	48.0%
Amortization expense	1.9	2.0	2.1	2.1	2.0	2.0	2.2	1.9	1.8
Tariff adjustment	-	-	-	-	-	5.5	-	-	-
Other special charges			-	-	-	-	(0.1)	-	-
Non-GAAP gross profit	40.6	43.7	41.6	54.6	59.3	65.4	64.5	68.0	68.8
Non-GAAP gross profit margin	44.3%	45.8%	44.6%	50.5%	50.2%	50.5%	50.0%	49.7%	49.3%
GAAP Research and development	(4.3)	(4.5)	(4.4)	(4.6)	(5.1)	(5.2)	(5.5)	(6.6)	(6.5)
GAAP Selling, general and administrative	(46.0)	(48.0)	(47.1)	(49.2)	(51.9)	(61.9)	(57.8)	(80.5)	(60.7)
Merger and acquisition costs	0.2	0.3	0.0	0.0	2.2	7.5	2.5	8.4	3.7
Amortization expense	7.0	6.7	6.7	6.8	6.9	7.4	7.4	7.6	6.3
Other special charges	-	-	-	-	-	-	-	14.2	0.6
Non-GAAP Selling, general and administrative	(38.8)	(41.0)	(40.3)	(42.4)	(42.8)	(47.0)	(47.9)	(50.2)	(50.1)
Restructuring charges	(0.4)	(0.3)	0.2	(0.1)	0.0	(0.1)	0.0	(0.3)	(0.2)
GAAP operating profit (loss)	(12.0)	(11.1)	(12.1)	(1.4)	0.4	(9.3)	(0.9)	(21.2)	(0.3)
Operating profit margin	(13.1%)	(11.7%)	(12.9%)	(1.3%)	0.3%	(7.2%)	(0.7%)	(15.5%)	(0.2%)
Non-GAAP operating profit	(2.4)	(1.8)	(3.1)	7.6	11.4	13.2	11.1	11.2	12.2
Non-GAAP operating profit margin	(2.6%)	(1.9%)	(3.3%)	7.0%	9.7%	10.2%	8.6%	8.2%	8.8%
GAAP net income (loss)	(4.9)	(9.7)	(11.2)	(0.6)	2.7	(7.3)	(1.8)	(22.4)	2.9
Merger and acquisition costs	0.2	0.3	0.0	0.0	2.2	7.5	2.5	8.4	3.7
Amortization expense	9.0	8.8	8.8	8.8	8.9	9.4	9.6	9.5	8.0
Restructuring charges	0.4	0.3	(0.2)	0.1	(0.0)	0.1	(0.0)	0.3	0.2
Other special charges		-	-	-	-	-	(0.1)	14.2	0.6
Tax related adjustments	(4.1)	0.3	2.4	0.1	(2.0)	0.0	0.1	(10.2)	(6.5)
Tax effect of adjustments	(2.1)	(2.1)	(2.0)	(1.9)	(2.4)	(4.9)	(2.6)	8.9	-
Non-GAAP net income	(1.4)	(2.1)	(2.2)	6.6	9.3	10.2	7.7	8.8	8.9
Diluted earnings per share	(0.07)	(0.13)	(0.15)	(0.01)	0.04	(0.10)	(0.02)	(0.30)	0.04
Non-GAAP diluted earnings per share	(0.02)	(0.03)	(0.03)	0.09	0.13	0.14	0.10	0.12	0.12
Diluted shares outstanding	74	74	74	74	74	74	74	75	75

Net Income Reconciliation to Adjusted EBITDA

Continuing Operations - Total Azenta



\$ millions	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Net income	13.1	9.1	13.7	29.0	26.0	23.7	39.2	21.8	43.3
Income from discontinued operations, net of tax	(17.9)	(18.8)	(24.9)	(29.6)	(23.3)	(31.1)	(41.0)	(44.2)	(40.5)
Net income (loss) from continuing operations	(4.9)	(9.7)	(11.2)	(0.6)	2.7	(7.3)	(1.8)	(22.4)	2.9
Adjustments:									
Interest income	(0.7)	(0.1)	(0.0)	0.0	(0.1)	(0.0)	(0.4)	(0.1)	(0.0)
Interest expense	0.7	0.7	0.8	0.7	0.6	0.5	0.5	0.6	0.5
Income tax provision	(7.7)	(3.5)	(1.1)	(1.6)	(1.6)	(2.3)	(0.8)	(15.5)	(4.7)
Depreciation	4.0	4.9	4.6	5.2	4.8	4.7	4.9	5.1	5.2
Amortization of intangible assets	9.0	8.8	8.8	8.8	8.9	9.4	9.6	9.5	8.0
EBITDA-from Continuing Operations	0.5	1.1	1.8	12.5	15.4	4.9	11.9	(22.9)	11.9
Adjustments:									
Restructuring related charges	-	-	0.3	-	-	-	-	-	
Stock-based compensation	2.5	2.8	2.8	2.7	4.8	5.7	4.3	5.1	3.5
Rebranding and transformation					-	-	-	0.8	0.6
Tax indemnification reserve release					-	-	-	16.0	-
Impairment of trademark					-	-	-	13.4	-
Tariff adjustment	-	-	-	-	-	5.5	(0.1)	-	-
Restructuring charges	0.4	0.3	(0.2)	0.1	(0.0)	0.1	(0.0)	0.3	0.2
Merger and acquisition costs / Other	0.2	0.3	0.0	0.0	2.2	7.5	2.5	8.4	3.7
Adjusted EBITDA - from Continuing Operations	3.7	4.5	4.7	15.4	22.3	23.7	18.7	21.2	19.8
Adjusted EBITDA margin	4.0%	4.7%	5.1%	14.2%	18.9%	18.3%	14.5%	15.5%	14.2%

Portfolio Offering Examples



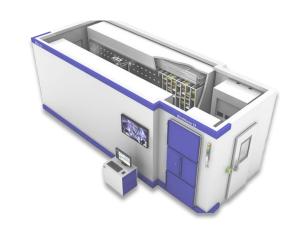
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Consumables & Instruments









Sample Repository Solutions



Genomics Services

