Safe Harbor Statement

Cautionary Statement Under the Private Securities Litigation Reform Act of 1995

This presentation and any accompanying management commentary contain “forward-looking statements” as that term is defined in the Private Securities Litigation Reform Act of 1995. Such statements include, but are not limited to, statements about product development and operational performance. Each of these statements is based on preliminary information, and actual results could differ from any preliminary estimates. We caution investors that the risk factors listed under “Cautionary Statement” in our press releases, as well as those set forth under the caption "Risk Factors" in our most recent Annual Report on Form 10-K as filed with the Securities and Exchange Commission and as revised or supplemented by our quarterly reports on Form 10-Q, could cause our actual results to differ materially from those estimated or predicted in the forward-looking statements. You should evaluate any statement in light of these important factors. Except as required by law or regulation, we undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise.

Non-U.S. GAAP Financial Measures

Certain financial measures included in these presentation materials, or which may be referred to in management’s discussion of the Company’s results and outlook, have not been calculated in accordance with U.S. generally accepted accounting principles (“U.S. GAAP”), and therefore are referred to as non-U.S. GAAP financial measures. Non-U.S. GAAP financial measures should not be considered in isolation or as an alternative to such measures determined in accordance with U.S. GAAP. Please refer to “Reconciliation of Non-U.S. GAAP Financial Measures” at the end of these materials for more information.

Trademarks

Registered trademarks used in this report are the property of West Pharmaceutical Services, Inc. or its subsidiaries, in the United States and other jurisdictions, unless noted otherwise. Daikyo Crystal Zenith® and Daikyo® are registered trademarks of Daikyo Seiko, Ltd.
West’s Mission is to Contain and Deliver Injectable Therapies that Improve Patient Lives

Vial Containment & Syringe Components
Administration & Reconstitution
Drug Delivery & Diagnostic Devices
Our Core Values Drive our Team to Serve as a World Leader in the Delivery of Injectable Medicines

- PASSION FOR CUSTOMERS
- LEADERSHIP IN QUALITY
- ONE WEST TEAM

OUR VISION
To be the world leader in the integrated containment and delivery of injectable medicines.
A Growing Business Well-positioned for Continued Success

- >2,000 Customers
- Largest Customer: ~7% of Total Sales
- >7,700 Employees
- ~50 Locations
- 25 Manufacturing Sites

* Based on 2018 consolidated net sales

**Net Sales**

- **By Geography**
  - Americas: 44%
  - Europe, Middle East, Africa: 48%
  - Asia Pacific: 8%

- **By Product Category**
  - High-Value Components: 24%
  - Standard Packaging: 32%
  - Delivery Devices: 3%
  - Contract-Manufactured Products: 41%

- **By Market Group**
  - Pharma: 24%
  - Generics: 34%
  - Biologics: 21%

*PROPRIETARY PRODUCTS*

JP Morgan HC Conference – WST – 2020
Market Trends Support West’s Long-term Growth

Injectable Drug Market Growing

Increased Regulations for Combination Drugs

Biologic Drug Molecules Increasing

Generics Growing in Key Emerging Regions

Increased Interest in Sustainability & Governance
Long-term Growth Strategy

- Market-Led & Exceptional Customer Experience
- Operational Effectiveness
- Product and Service Differentiation
- Shareholder Value Creation

Core Values

- PASSION FOR CUSTOMERS
- LEADERSHIP IN QUALITY
- ONE WEST TEAM

JP Morgan HC Conference – WST – 2020
Our Values: Passion for Customers

Our customers’ success is our success.

We innovate to continuously improve our product and service offerings to meet future customer and patient needs.
Addressing Unique Customer Needs

Total Cost of Ownership
Life Cycle Management

Packaging Solutions for Sensitive Molecules
Self-Injection Technologies

Speed to Market
Efficient Manufacturing

Quality & Design Manufacturing
Scalability
Addressing Customer Needs with High-Value Products & Services

Increasing levels of integration

West solutions:
- Integrated containment & delivery
- Sterilized
- Washed
- Coated
- Administered
- Camera inspected
- Containment
- Quality by design
- Self injection
- Analytical services
- Multi-component assembly

INJECTION MOLDING

INJECTION MOLDING
### Product Net Sales & Range of Gross Profit Margin

#### HVP% of Proprietary Product Units Sold

<table>
<thead>
<tr>
<th>Year</th>
<th>HVP%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>16%</td>
</tr>
<tr>
<td>2018</td>
<td>20%</td>
</tr>
</tbody>
</table>

#### Range of Gross Margins within Product Categories

- **31.8% Consolidated 2018 Gross Margin**
- **High Value Product (HVP) Components**
  - HVP Devices and Admin Systems
  - Standard Packaging
  - Contract Mfg.

#### HVP% Total Proprietary Product Net Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>HVP% Total Proprietary Product Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>49%</td>
</tr>
<tr>
<td>2018</td>
<td>58%</td>
</tr>
</tbody>
</table>
Investing in Additional Production Capacity and New Product Innovations for the Future

QUALITY BY DESIGN

SELF INJECTION

CONTAINMENT

QUALITY

READY-TO-USE
Integrated Solutions Combine West Offerings in Convenient Packages to Speed Development

Customer Challenges

- Combination Products
- Complex Drug Development
- Navigating the Requirements
- Resource Constraints

West Capabilities

- Primary Packaging & Delivery Systems
- Device Engineering Development
- Analytical Services & Technical Support
- System Fit & Fill/Finish Support
- Regulatory & Quality Support
- Device Manufacturing
- Materials Science Expertise
2019 Scientific & Technical Customer Support

- ~300 Customer Audits
- ~2,000 Customer Requests For Regulatory Filing Assistance
- >100 Technical Conference Presentations & Peer-reviewed articles in journals & books
- >150 Patents Issued
Our Values: Leadership in Quality

EVERY DOSE. EVERY TIME. 100% COMMITMENT.
Operations Footprint Supports Global Customer Base

- >97 Years of providing innovative solutions
- >100 Million components manufactured daily
- 25 manufacturing facilities around the world
- 0.7 RIR recordable injury rate decreased by 66% since 2015
- < 0.07 parts per million of out-of-spec parts
“One West” Global Management System Driving Improved Performance

One Global Approach Across All Sites

Manufacturing Strategy

Supply Chain

Process Excellence

Advanced Manufacturing Engineering

Digital Transformation

Continuous Improvement Focus

Safety

Quality

Service

Cost
Our Digitization Journey is Being Executed Across 3 Strategic Pillars

1. **External Experience**
   - Consumer-grade, device-agnostic experience for customers, partners, and vendors around the world
   - Online Knowledge Center
   - E-Commerce Platform

2. **Internal Experience**
   - Consistent, continuous and real-time consumer grade user experience across the enterprise
   - Digital Manufacturing
   - Automation

3. **Digitization of Products**
   - Utilizing software and platforms to create value for customers & stakeholders
   - Connectivity
   - Machine Learning Predictability
   - Biometric Sensors
We strive to unleash the talent of each team member at West.

Our diverse team of employees spans the globe, but we are united by our integrity and mutual respect for one another, the safety of our work environments, and the communities in which we operate.
West is Driving Sustainable Business Practices

- **Six Pillars:**
  - Compliance & Ethics
  - Philanthropy
  - Health & Safety
  - Diversity & Talent
  - Environmental Sustainability
  - Quality

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**Investor’s Business Daily**
2019 Best ESG Companies

**ecoVadis**
Gold Standard

**Newsweek**
America’s Most Responsible Companies 2020

**Kearney, NE**
Employer of the Year

**CSR Initiative Award, Dublin, IE**

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**Corporate President’s Award**
Sustained, Consistent Growth

- **Constant Currency CAGR 6.7%**
- **Reported CAGR 4.8%**

**Net Sales**
- 2014: $1.42 Billion
- 2015: $1.72 Billion
- 2016: $1.78 Billion
- 2017: $1.72 Billion
- 2018: $2.81 Billion

**Adjusted Diluted EPS* (Non-U.S. GAAP)**
- 2014: $1.42 Billion
- 2015: $1.72 Billion
- 2016: $1.78 Billion
- 2017: $1.72 Billion
- 2018: $2.81 Billion

**Comparison of Cumulative Five-Year Total Return**

Sources: IR Insight, Company estimates
Please refer to our February 14, 2019 and January 9, 2019 current reports on Form 8-K for the reconciliation of Non-U.S. GAAP financial measures.
Growing our Leadership in the Integrated Containment & Delivery of Injectable Medicines

- Market-led Strategy
- Operational Effectiveness
- Product & Service Innovations
- People & Culture

Long-term Financial Construct

- 6-8% Annual Organic Sales Growth
- 100 bps/year Operating Profit Margin Improvement
- Improved ROIC
- Increased Cash Flow
Notes to Non-U.S. GAAP Financial Measures
For additional details, please see Q3 2019 press release & Safe Harbor Statement

- For the purpose of aiding the comparison of our year-over-year results, we may refer to net sales and other financial results excluding the effects of changes in foreign currency exchange rates.

- Organic net sales exclude the impact from acquisitions and/or divestitures and translates the current-period reported sales of subsidiaries whose functional currency is other than the U.S. Dollar at the applicable foreign exchange rates in effect during the comparable prior-year period.

- We may also refer to financial results excluding the effects of unallocated items.

- The re-measured results excluding effects from currency translation, the impact from acquisitions and/or divestitures, and the effects of unallocated items are not in conformity with U.S. GAAP and should not be used as a substitute for the comparable U.S. GAAP financial measures.

- The non-U.S. GAAP financial measures are incorporated into our discussion and analysis as management uses them in evaluating our results of operations and believes that this information provides users a valuable insight into our overall performance and financial position.

- A reconciliation of these adjusted Non-U.S. GAAP financial measures to the comparable U.S. GAAP financial measures is included in the accompanying tables.
Notes to Non-U.S. GAAP Financial Measures

RECONCILIATION OF NON-U.S. GAAP FINANCIAL MEASURES (UNAUDITED)

See “Notes to Non-U.S. GAAP Financial Measures” in the Q3 2019 press release for an explanation and reconciliation of these items.

Reconciliation of Reported and Adjusted Operating Profit, Net Income and Diluted EPS

($ millions, except EPS data)

<table>
<thead>
<tr>
<th></th>
<th>Operating profit</th>
<th>Income tax expense</th>
<th>Net income</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Three months ended September 30, 2019</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reported (U.S. GAAP)</td>
<td>$67.3</td>
<td>$10.9</td>
<td>$56.3</td>
<td>$0.75</td>
</tr>
<tr>
<td>Restructuring and related charges</td>
<td>1.8</td>
<td>0.4</td>
<td>1.4</td>
<td>0.01</td>
</tr>
<tr>
<td>Pension settlement</td>
<td>-</td>
<td>0.6</td>
<td>2.1</td>
<td>0.03</td>
</tr>
<tr>
<td>Argentina currency devaluation</td>
<td>1.0</td>
<td>0.3</td>
<td>0.7</td>
<td>0.01</td>
</tr>
<tr>
<td>Tax law changes</td>
<td>-</td>
<td>1.0</td>
<td>(1.0)</td>
<td>(0.01)</td>
</tr>
<tr>
<td>Adjusted (Non-U.S. GAAP)</td>
<td>$70.1</td>
<td>$13.2</td>
<td>$59.5</td>
<td>$0.79</td>
</tr>
</tbody>
</table>

|                                | Operating profit | Income tax expense | Net income | Diluted EPS |
| **Nine months ended September 30, 2019** |                  |                    |            |             |
| Reported (U.S. GAAP)            | $218.5           | $42.5              | $177.8     | $2.36       |
| Restructuring and related charges | 3.8              | 0.9                | 2.9        | 0.03        |
| Pension settlement              | -                | 0.6                | 2.1        | 0.03        |
| Argentina currency devaluation  | 1.0              | 0.3                | 0.7        | 0.01        |
| Tax law changes                 | -                | 1.0                | (1.0)      | (0.01)      |
| Adjusted (Non-U.S. GAAP)        | $223.3           | $45.3              | $182.5     | $2.42       |
Reconciliation of Reported and Adjusted Operating Profit, Net Income and Diluted EPS
($ millions, except EPS data)

Three months ended September 30, 2018

<table>
<thead>
<tr>
<th></th>
<th>Operating profit</th>
<th>Income tax expense</th>
<th>Net income</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported (U.S. GAAP)</td>
<td>$60.8</td>
<td>$8.0</td>
<td>$55.2</td>
<td>$0.73</td>
</tr>
<tr>
<td>Restructuring and related charges</td>
<td>1.2</td>
<td>0.3</td>
<td>0.9</td>
<td>0.01</td>
</tr>
<tr>
<td>Argentina currency devaluation</td>
<td>1.1</td>
<td>-</td>
<td>1.1</td>
<td>0.02</td>
</tr>
<tr>
<td>Tax law changes</td>
<td>-</td>
<td>(0.4)</td>
<td>0.4</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted (Non-U.S. GAAP)</td>
<td>$63.1</td>
<td>$7.9</td>
<td>$57.6</td>
<td>$0.76</td>
</tr>
</tbody>
</table>

Nine months ended September 30, 2018

<table>
<thead>
<tr>
<th></th>
<th>Operating profit</th>
<th>Income tax expense</th>
<th>Net income</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported (U.S. GAAP)</td>
<td>$174.5</td>
<td>$26.5</td>
<td>$154.9</td>
<td>$2.05</td>
</tr>
<tr>
<td>Restructuring and related charges</td>
<td>6.7</td>
<td>1.5</td>
<td>5.2</td>
<td>0.07</td>
</tr>
<tr>
<td>Argentina currency devaluation</td>
<td>1.1</td>
<td>-</td>
<td>1.1</td>
<td>0.02</td>
</tr>
<tr>
<td>Tax law changes</td>
<td>-</td>
<td>4.1</td>
<td>(4.1)</td>
<td>(0.06)</td>
</tr>
<tr>
<td>Adjusted (Non-U.S. GAAP)</td>
<td>$182.3</td>
<td>$32.1</td>
<td>$157.1</td>
<td>$2.08</td>
</tr>
</tbody>
</table>
## Notes to Non-U.S. GAAP Financial Measures

### RECONCILIATION OF NON-U.S. GAAP FINANCIAL MEASURES (UNAUDITED)

See “Notes to Non-U.S. GAAP Financial Measures” in the Q3 2019 press release for an explanation and reconciliation of these items.

### Reconciliation of Net Sales to Organic Net Sales (1)

($ millions)

<table>
<thead>
<tr>
<th>Three months ended September 30, 2019</th>
<th>Proprietary</th>
<th>CM</th>
<th>Eliminations</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported net sales (U.S. GAAP)</td>
<td>$345.2</td>
<td>$111.1</td>
<td>$(0.2)</td>
<td>$456.1</td>
</tr>
<tr>
<td>Effect of acquisitions and/or divestitures</td>
<td>(1.0)</td>
<td>-</td>
<td>-</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Effect of changes in currency translation rates</td>
<td>8.6</td>
<td>2.0</td>
<td>-</td>
<td>10.6</td>
</tr>
<tr>
<td>Organic net sales (Non-U.S. GAAP) (1)</td>
<td>$352.8</td>
<td>$113.1</td>
<td>$(0.2)</td>
<td>$465.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nine months ended September 30, 2019</th>
<th>Proprietary</th>
<th>CM</th>
<th>Eliminations</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported net sales (U.S. GAAP)</td>
<td>$1,045.9</td>
<td>$323.6</td>
<td>$(0.2)</td>
<td>$1,369.3</td>
</tr>
<tr>
<td>Effect of acquisitions and/or divestitures</td>
<td>(2.0)</td>
<td>-</td>
<td>-</td>
<td>(2.0)</td>
</tr>
<tr>
<td>Effect of changes in currency translation rates</td>
<td>37.6</td>
<td>7.7</td>
<td>-</td>
<td>45.3</td>
</tr>
<tr>
<td>Organic net sales (Non-U.S. GAAP) (1)</td>
<td>$1,081.5</td>
<td>$331.3</td>
<td>$(0.2)</td>
<td>$1,412.6</td>
</tr>
</tbody>
</table>

(1) Organic net sales exclude the impact from acquisitions and/or divestitures and translate the current-period reported sales of subsidiaries whose functional currency is other than the U.S. Dollar at the applicable foreign exchange rates in effect during the comparable prior-year period.
Notes to Non-U.S. GAAP Financial Measures

RECONCILIATION OF NON-U.S. GAAP FINANCIAL MEASURES (UNAUDITED)

See “Notes to Non-U.S. GAAP Financial Measures” in the Q3 2019 press release for an explanation and reconciliation of these items.

Reconciliation of Reported-Diluted EPS Guidance to Adjusted-Diluted EPS Guidance

<table>
<thead>
<tr>
<th></th>
<th>2018 Actual</th>
<th>2019 Guidance</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported-diluted EPS (U.S. GAAP)</td>
<td>$2.74</td>
<td>$2.99 to $3.04</td>
<td>9.1% to 10.9%</td>
</tr>
<tr>
<td>Restructuring and related charges</td>
<td>0.08</td>
<td>0.07</td>
<td></td>
</tr>
<tr>
<td>Pension settlement</td>
<td>-</td>
<td>0.04</td>
<td></td>
</tr>
<tr>
<td>Argentina currency devaluation</td>
<td>0.02</td>
<td>0.01</td>
<td></td>
</tr>
<tr>
<td>Tax law changes</td>
<td>(0.03)</td>
<td>(0.01)</td>
<td></td>
</tr>
<tr>
<td>Adjusted-diluted EPS (Non-U.S. GAAP)(1)</td>
<td>$2.81</td>
<td>$3.10 to $3.15</td>
<td>10.3% to 12.1%</td>
</tr>
</tbody>
</table>

(1) See “Full-Year 2019 Financial Guidance” and “Non-U.S. GAAP Financial Measures” in Q3 2019 press release for additional information regarding adjusted-diluted EPS.

In 2018, tax benefits associated with stock-based compensation increased adjusted-diluted EPS by $0.19. We have opted not to forecast 2019 tax benefits from stock-based compensation in upcoming quarters, as they are out of the Company’s control. Instead, we recognize the benefits as they occur. In the third-quarter 2019 and first-nine months of 2019, tax benefits associated with stock-based compensation increased adjusted-diluted EPS by $0.05 and $0.12, respectively. Any future tax benefits associated with stock-based compensation that we receive in 2019 would provide a positive adjustment to our full-year EPS guidance.