



West Pharmaceutical Services, Inc.

Spring 2019 Investor Presentation



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.

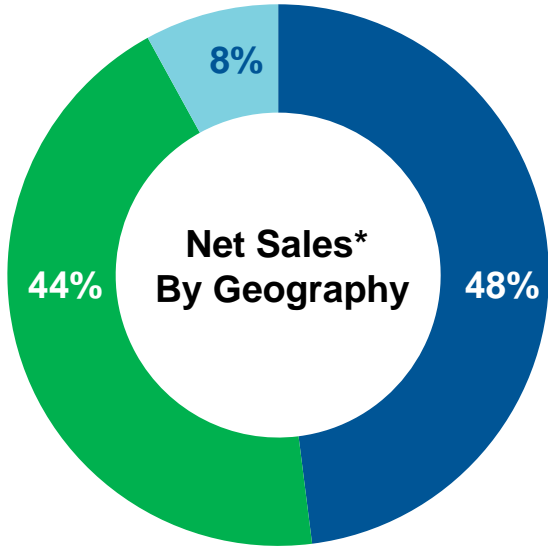
Non-U.S. GAAP Financial Measures

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 our February 14, 2019 and January 9, 2019 current reports on Form 8-K for the reconciliation of Non-U.S. GAAP financial measures

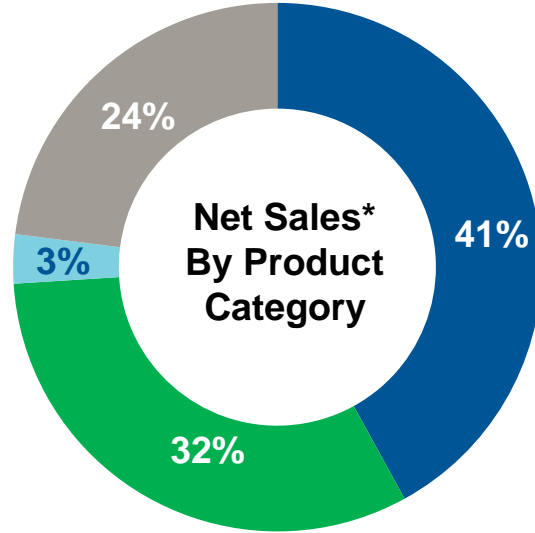
Trademarks

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® is a registered trademark of Daikyo Seiko, Ltd.

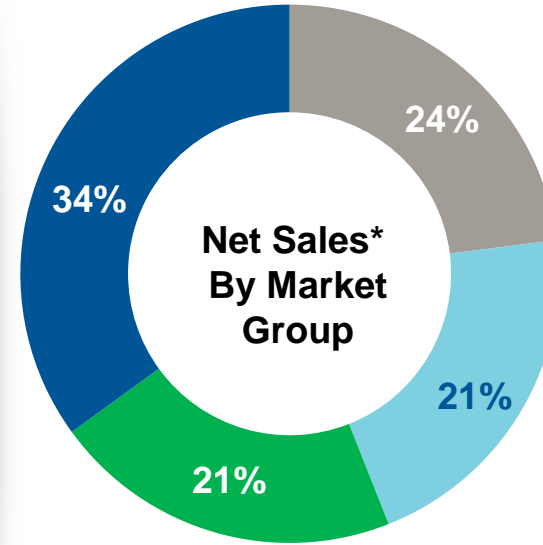
A Growing Business Well-positioned for Success



- Americas
- Europe, Middle East, Africa
- Asia Pacific



- PROPRIETARY PRODUCTS
- High-Value Components
 - Standard Packaging
 - Delivery Devices
 - Contract-Manufactured Products



- PROPRIETARY PRODUCTS
- Pharma
 - Generics
 - Biologics
 - Contract-Manufactured Products



>2,000 Customers

Largest Customer:
~7% of Total Sales



>7,700 Employees

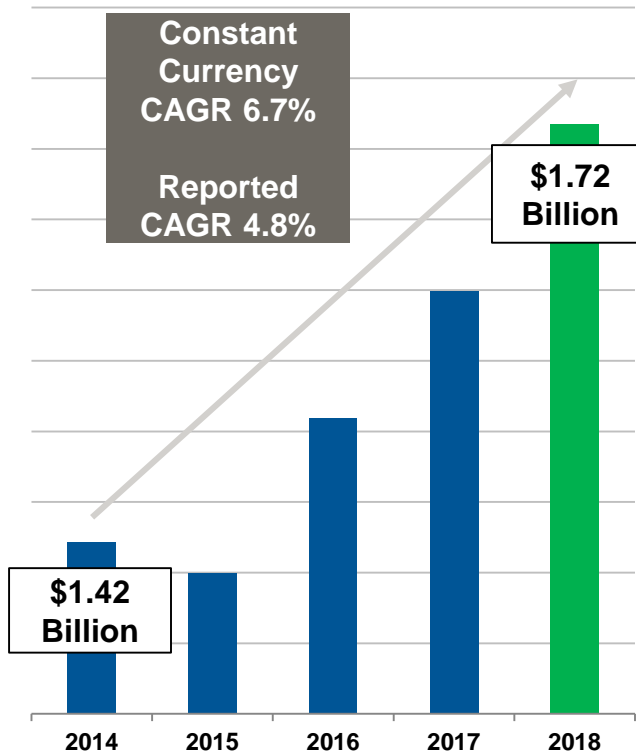


50 Locations

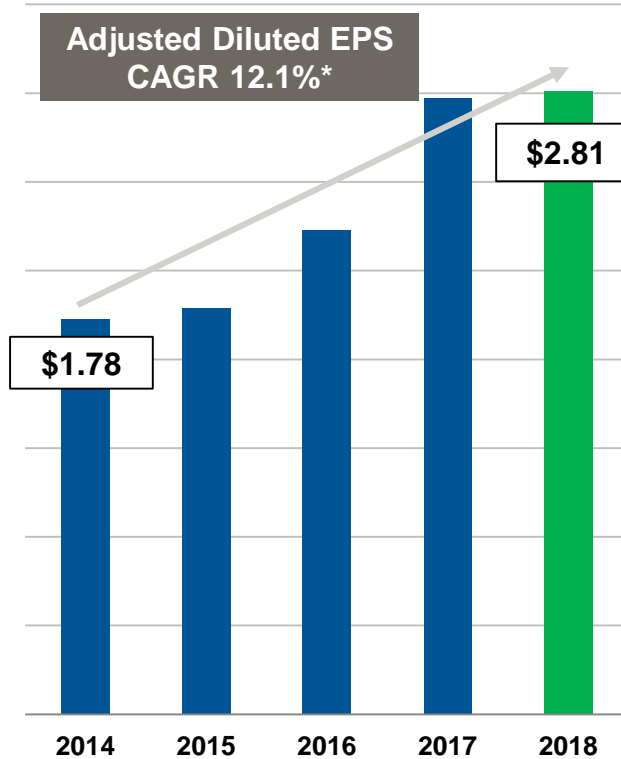
27 Manufacturing Sites

* Based on 2018 consolidated net sales

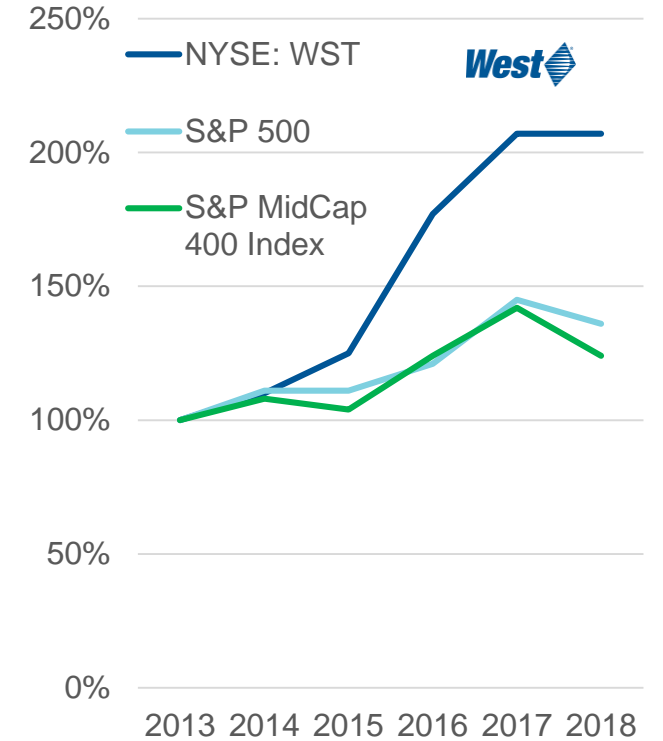
Sustained, Consistent Growth



Net Sales



Adjusted Diluted EPS* (Non-U.S. GAAP)



Comparison of Cumulative Five-Year Total Return (Dec. 31, 2013-Dec. 31, 2018)

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.

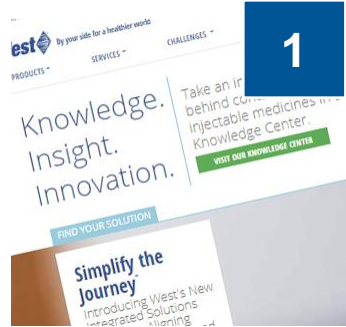
First-Quarter Earnings Highlights

- Net sales of \$443.5 million grew 7%, organic sales growth was 11%
- Reported-diluted EPS of \$0.73 increased 26% ⁽¹⁾
- Adjusted-diluted EPS of \$0.74 increased 19% ⁽¹⁾
- Repurchased 800,000 shares of common stock for \$83.1 million
- Company reaffirms full-year 2019 net sales guidance and raises full-year 2019 adjusted-diluted EPS guidance to a new range between \$2.80 and \$2.90, compared to a prior range between \$2.77 and \$2.89 ⁽¹⁾



(1) Please refer to “Notes to Non-GAAP Financial Measures” on slides 13-16, and “Non-U.S. GAAP Financial Measures” in our Q1 press release, for additional information regarding adjusted-diluted EPS.

Long-term Growth Strategy



1

**Market-Led
and Exceptional
Customer Experience**



2

**Product
and Service
Differentiation**



3

**Operational
Effectiveness**



4

**Shareholder
Value
Creation**

Three Core Values

**PASSION FOR
CUSTOMERS**

**LEADERSHIP
IN
QUALITY**

**ONE WEST
TEAM**

Proprietary Products Segment Customer Needs



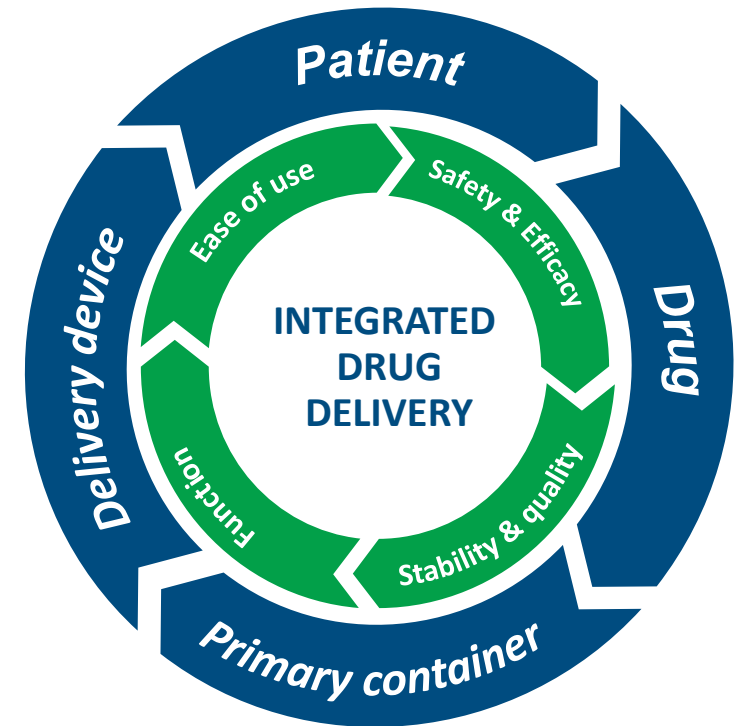
Total Cost of Ownership
Life Cycle Management



Packaging Solutions for Sensitive Molecules
Self-Injection Technologies

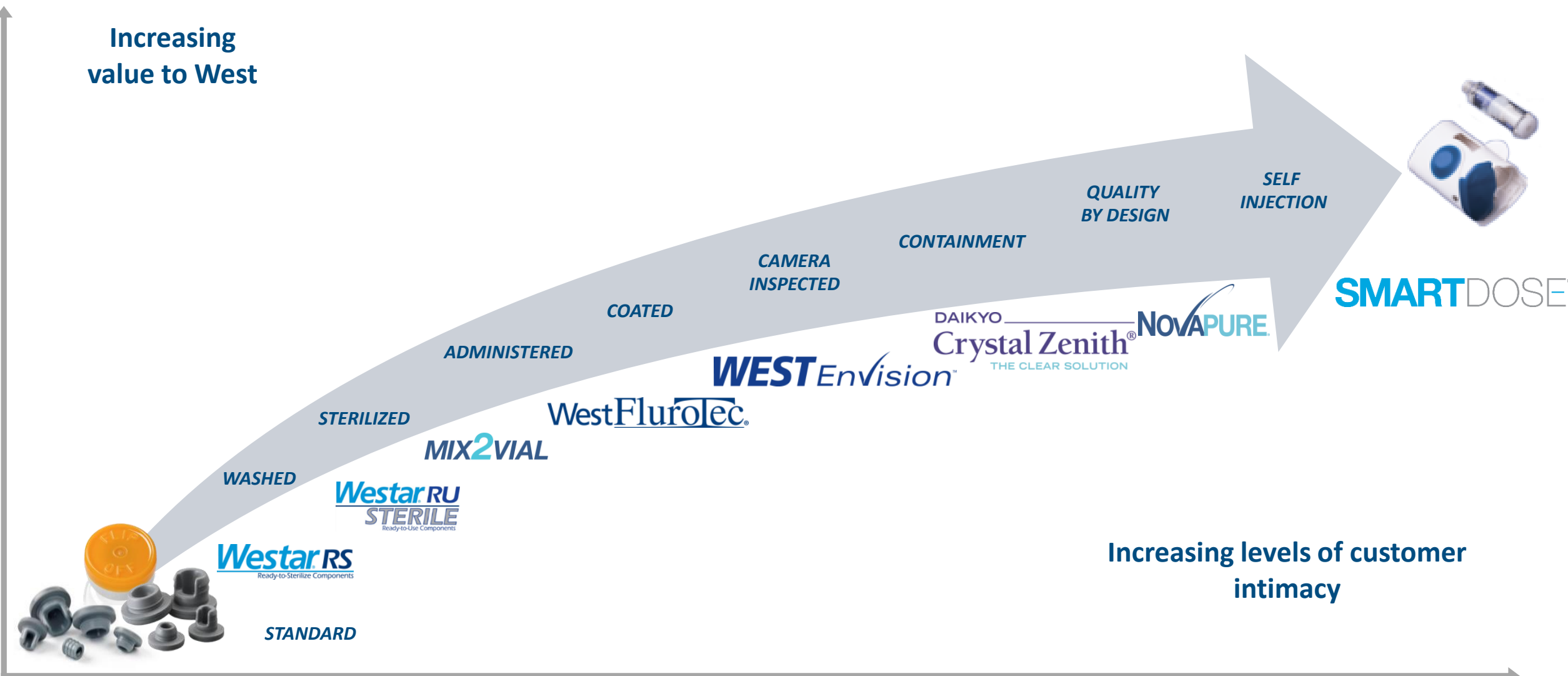


Speed to Market
Efficient Manufacturing



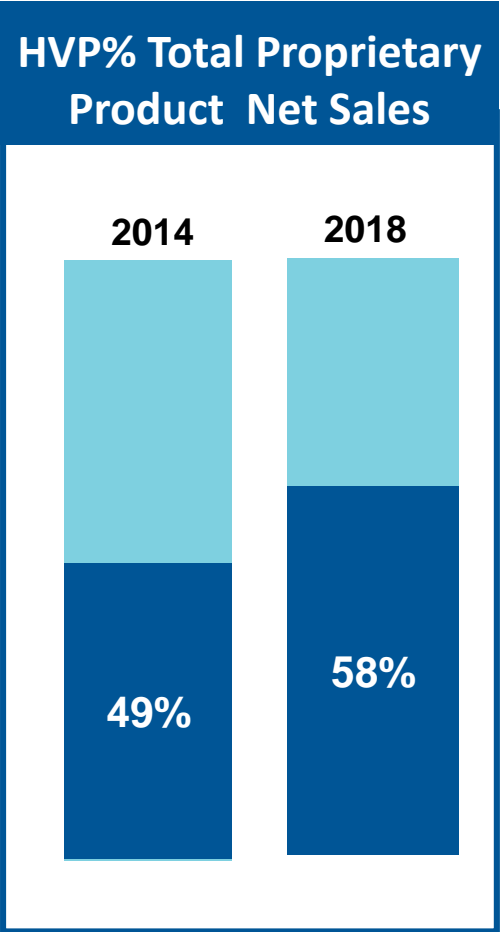
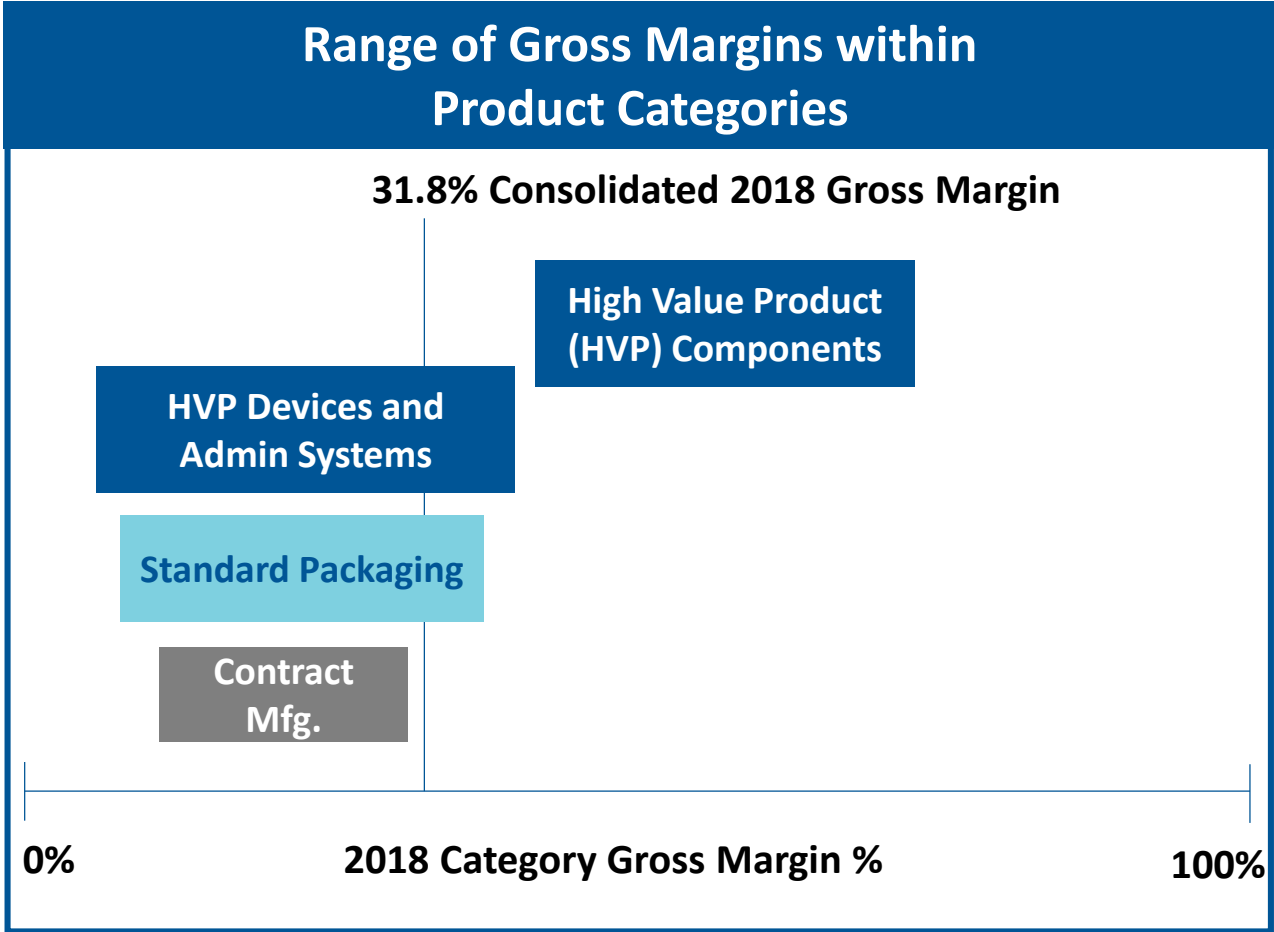
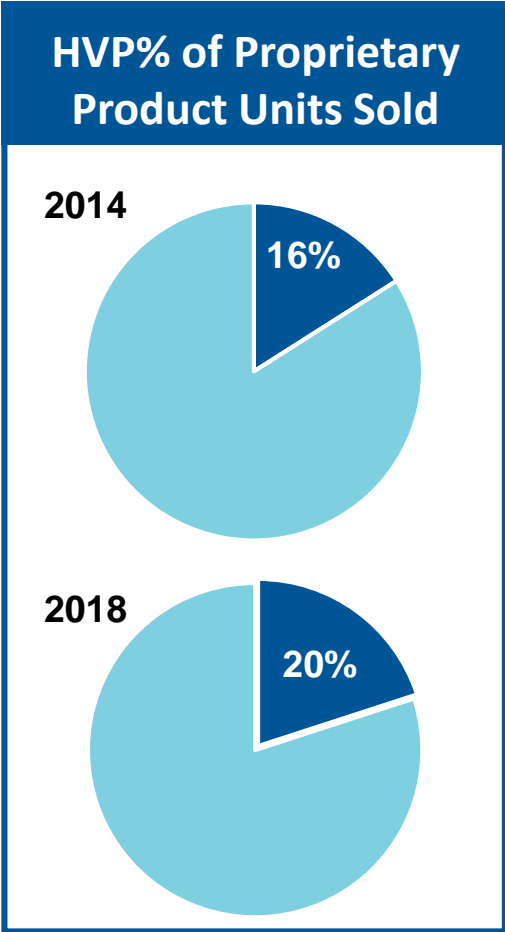
Proprietary Products High-Value Product Strategy

Increasing value to West



Increasing levels of customer intimacy

Product Net Sales & Range of Gross Profit Margin



Contract Manufacturing Segment Customer Needs



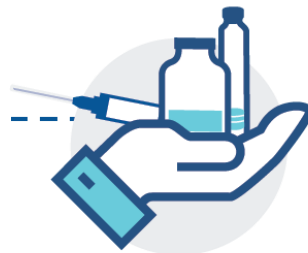
Quality & Design Manufacturing

Scalability

UNIQUE CAPABILITIES



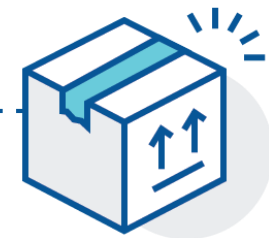
DEVICE
ASSEMBLY



DRUG
HANDLING



PRODUCT TRACK &
TRACE/SERIALIZATION



FINAL
PACKAGING

Executing Market-led Strategy



Customer Reach

Operational Excellence

Scientific Innovation

- Digital Technology Center launched in Bengaluru, India
- Sales office in S. Korea opened on April 1, 2019 following GIS Korea Asset Acquisition
- 80 basis points of profit margin expansion, led by 180 points from Proprietary Products
- Restructuring plan on track
- Improvements in safety, quality and service metrics
- Hosted 150 customers from 45 companies at West HQ with the Parenteral Drug Association for Combination Product Workshop
- Published 60 pieces of scientific and technical content to our West Knowledge Center & website

2019 Full-Year Guidance

2019 Full-Year Guidance^(1,2)

Consolidated Net Sales	\$1.795 - \$1.820 billion
Operating Margin Improvement	+100 bps
Adjusted-Diluted EPS	\$2.80 - \$2.90
Capital Spending	\$120 - \$130 million

- (1) Please refer to “Notes to Non-U.S. GAAP Financial Measures” on slides 13-16, and “Non-U.S. GAAP Financial Measures” in today’s press release, for additional information regarding adjusted-diluted EPS.
- (2) Guidance excludes possible cost and benefits from the announced 2018 Global Operations restructuring plan. It does not include potential future tax benefits from stock-based compensation.

Notes to Non-U.S. GAAP Financial Measures

For additional details, please see Notes to Non-U.S. GAAP Financial Measures” (Slides 14-16) & “Cautionary Statement” (Slide 2).

- 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 and excluding 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 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 MEASURES (UNAUDITED)

See “Notes to Non-U.S. GAAP Financial Measures” (Slides 13-16), “Cautionary Statement” (Slide 2).

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

(\$ million, except EPS data)

	Operating profit	Income tax expense	Net income	Diluted EPS
Three months ended March 31, 2019				
Reported (U.S. GAAP)	\$70.7	\$16.1	\$55.4	\$0.73
Restructuring and related charges	0.6	0.2	0.4	0.01
Adjusted (Non-U.S. GAAP)	\$71.3	\$16.3	\$55.8	\$0.74

	Operating profit	Income tax expense	Net income	Diluted EPS
Three months ended March 31, 2018				
Reported (U.S. GAAP)	\$53.4	\$12.5	\$43.6	\$0.58
Restructuring and related charges	3.3	0.6	2.7	0.03
Tax law changes	-	(0.3)	0.3	0.01
Adjusted (Non-U.S. GAAP)	\$56.7	\$12.8	\$46.6	\$0.62

Notes to Non-U.S. GAAP Financial Measures

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

See “Notes to Non-U.S. GAAP Financial Measures” (Slides 13-16), “Cautionary Statement” (Slide 2).

Reconciliation of Net Sales to Organic Net Sales ⁽¹⁾ (\$ million)

Three months ended March 31, 2019	Proprietary	CM	Eliminations	Total
Reported net sales (U.S. GAAP)	\$340.4	\$103.1	\$ -	\$443.5
Effect of acquisitions and/or divestitures	-	-	-	-
Effect of changes in currency translation rates	16.3	3.3	-	19.6
Organic net sales (Non-U.S. GAAP) ⁽¹⁾	\$356.7	\$106.4	\$ -	\$463.1

⁽¹⁾ 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.

Notes to Non-U.S. GAAP Financial Measures

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

See “Notes to Non-U.S. GAAP Financial Measures” (Slides 13-16), “Cautionary Statement” (Slide 2).

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

	2018 Actual	2019 Guidance	% Change
Reported-diluted EPS (U.S. GAAP)	\$2.74	\$2.73 to \$2.83	(0.4%) to 3.3%
Restructuring and related charges	0.08	0.07	
Argentina devaluation	0.02	-	
Tax law changes	(0.03)	-	
Adjusted-diluted EPS (Non-U.S. GAAP) ⁽¹⁾	\$2.81	\$2.80 to \$2.90	(0.4%) to 3.2%

See “Full-Year 2019 Financial Guidance” and “Non-U.S. GAAP Financial Measures” for additional information regarding adjusted diluted EPS.

- (1) 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 first-quarter 2019, tax benefits associated with stock-based compensation increased adjusted-diluted EPS by \$0.02. 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.