



West Pharmaceutical Services, Inc.
530 Herman O. West Drive
Exton, PA 19341
www.westpharma.com

September 23, 2021

Subject: COVID-19 West Update

Dear Valued Customer,

West is committed to providing timely and transparent communications to all our stakeholders as we navigate through the ongoing and evolving challenges of this global pandemic.

Due to the vital role we continue to play in addressing COVID-19, we are still experiencing an unprecedented demand for our high-quality components for use in the delivery of COVID-19 vaccines and therapeutics used in treating the virus, as well as in diagnostic kits used for detecting the virus.

From the onset of the pandemic, West has taken proactive measures to mitigate risk and provide our customers continuity of supply and minimize delays wherever possible. Our approach is focused on our key priorities:

- The health and safety of our team members and ensuring a safe work environment to reduce outbreaks. This includes the restriction of team members' travel and visits by external customers and suppliers to our West facilities.
- Expanding our manufacturing capability through an increased and accelerated total capital investment between \$265 to \$275 million as well as hiring over 1000 new team members since the start of the pandemic.
- Production dynamics, including everything from the supply of raw materials and intermediates, to increasing production operations to run 24 hours a day, 7 days a week where necessary, and continuing to hire additional staff.

The environment is changing rapidly, and the impact of COVID-19 on the global supply chain spans from transportation and logistics to raw materials and securing labor, all leading to significant cost inflation and delays. No industry is immune from these challenges, and it requires companies to work more closely than ever before to find ways to resolve and overcome these challenges together.

These new market dynamics have required us to implement a prioritization model to address the growing requirements of our customers, and we are taking a thoughtful approach to balance and manage these priorities actively. The success of this approach requires partnership with our customers and suppliers, including a greater level of transparency regarding production demands and filling schedules to ensure we are addressing the right need at the right time.

In this current environment, it is critical that our customers understand we do not have the capability to support stock building and, instead, need to focus on the actual market needs in order to minimize disruption while continuing to meet any contractual requirements. It is



equally important to recognize the disruption that cancellations cause to our ability to serve the global healthcare needs, and therefore any order accepted will not be cancelable. If a customer requires any modification to their order, please notify your sales representative, and if accepted, those modifications may be subject to a fee or surcharge.

We appreciate your support as we continue to supply the needs of COVID-19 and the life-saving medicines of all our customers. Should you have any specific customer inquiries or concerns, please contact us at Global.WestCoronavirusUpdate@westpharma.com. Our sales and service professionals are standing by to answer your questions and provide you any related updates.

Sincerely,

A handwritten signature in black ink that reads "Cindy Reiss-Clark". The signature is written in a cursive, flowing style.

Cindy Reiss-Clark
SVP, Market Units & Commercial Solutions
West Pharmaceutical Services, Inc

A handwritten signature in black ink that reads "David Montecalvo". The signature is written in a cursive, flowing style.

David Montecalvo
SVP, Chief Operations & Supply Chain Officer
West Pharmaceutical Services, Inc