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Wells Fargo Industrial Conference

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Forward Looking Statements & Non-GAAP Financial Measures

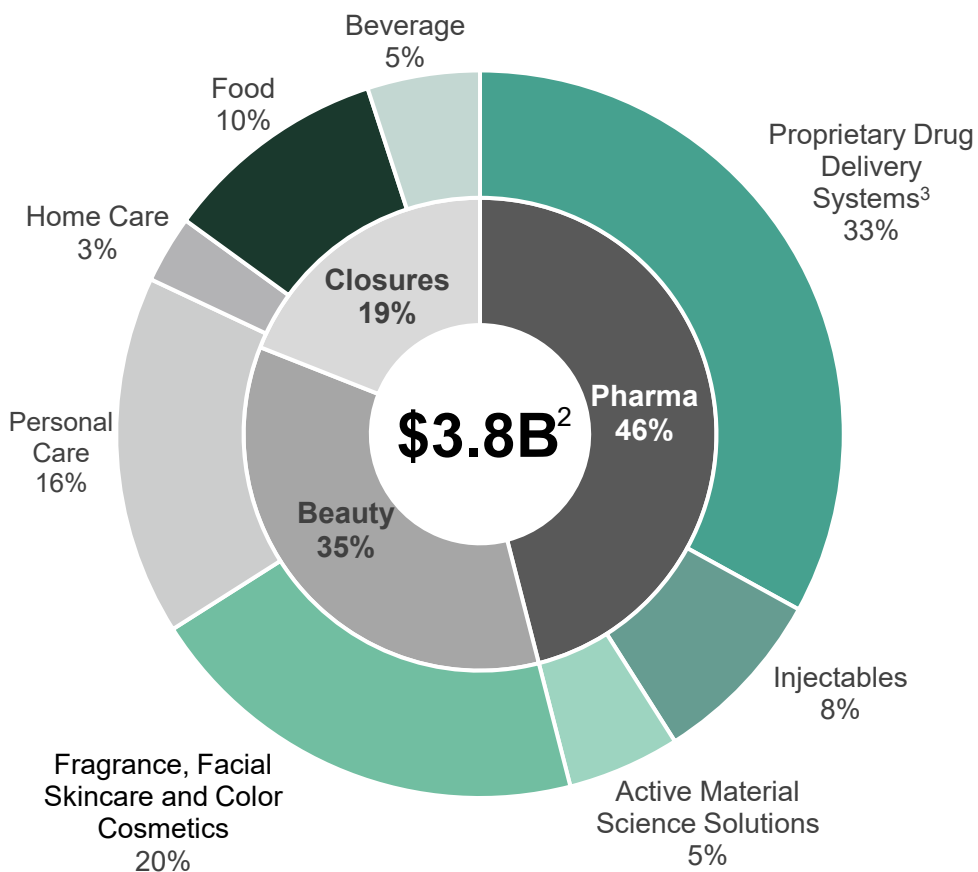
This presentation includes forward-looking statements. Forward-looking statements are made pursuant to the safe harbor provisions of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 and are based on management's beliefs and assumptions in light of information currently available to management. Accordingly, the Company's actual results may differ materially from those expressed or implied in such forward-looking statements due to known or unknown risks and uncertainties that exist in the Company's operations and business environment, including, among other factors, those described in documents filed by the Company with the Securities and Exchange Commission, specifically its Form 10-Ks and 10-Qs. The Company does not assume any obligation to update, amend or clarify such statements to reflect new events, information or circumstances after the date of this presentation.

During the course of this presentation, certain non-GAAP financial information will be presented. Refer to the Appendix at the end of this presentation for additional information and a reconciliation to the most directly comparable GAAP measures. However, we are not able to reconcile forward-looking non-GAAP financial measures because certain reconciling items are dependent on future events that either cannot be controlled, such as exchange rates and changes in the fair value of equity investments, or reliably predicted without unreasonable effort because they are not part of the company's routine activities, such as restructuring and acquisition costs. The variability of these items could have a significant impact on our future GAAP financial results.

We present earnings before net interest and taxes ("EBIT"), earnings before net interest, taxes, depreciation and amortization ("EBITDA") and adjusted earnings per share. We also present our adjusted earnings before net interest and taxes ("Adjusted EBIT"), adjusted earnings before net interest, taxes, depreciation and amortization ("Adjusted EBITDA") and adjusted earnings per share, all of which exclude restructuring initiatives, acquisition-related costs, purchase accounting adjustments related to acquisitions and investments, net unrealized investment gains and losses related to observable market price changes on equity securities and other special items. Adjusted EBITDA margin is adjusted EBITDA divided by reported net sales. For the year ended December 31, 2025 and quarter ended March 31, 2026, "other special items" include costs incurred related to non-ordinary-course litigation, specifically: lawsuits between Aptar and ARS Pharmaceuticals, Inc. involving Aptar's claims of trade-secret misappropriation and contractual breaches and ARS's lawsuit against Aptar under U.S. antitrust laws; and patent infringement actions filed by Nemera La Verpillière SAS in Germany and France relating to certain of Aptar's ophthalmic products. These costs are excluded because they do not reflect our core operating performance. Please refer to "Legal Proceedings" within Note 12 - Commitments and Contingencies within Aptar's Form 10-Q for the quarterly period ended March 31, 2026 for additional information. Our Operations Outlook is also provided on a non-U.S. GAAP basis because certain reconciling items are dependent on future events that either cannot be controlled, such as exchange rates and changes in the fair value of equity investments, or reliably predicted because they are not part of our routine activities, such as restructuring initiatives and acquisition-related costs. Core sales exclude acquisitions and changes in foreign currency sales. Core sales growth is calculated as current sales, less acquisitions, less constant currency prior year sales, divided by constant currency prior year sales. Free cash flow is calculated as cash provided by operating activities less capital expenditures plus proceeds from government grants related to capital expenditures. Return on Investment Capital (ROIC) is calculated as Adjusted Earnings before Net Interest and Taxes, less Tax Effect / Average Capital, whereas Average Capital is the average of beginning of year capital and Capital is Equity plus Debt less Cash. We use free cash flow to measure cash flow generated by operations that is available for dividends, share repurchases, acquisitions and debt repayment.

Aptar is a Global Leader in Drug and Consumer Product Dosing, Dispensing and Protection Technologies

2025 % of Total Reported Sales



69%

Pharma % of Total FY 2025 Adj EBITDA¹

18%

Beauty % of Total FY 2025 Adj EBITDA¹

13%

Closures % of Total FY 2025 Adj EBITDA¹

We combine product design, engineering and science to create core differentiating technologies.

Proprietary drug delivery systems provide a competitive edge, driven by a strong innovation pipeline and over 7,000 active and pending patents in our portfolio.

Each segment has attractive growth potential.

Consistently recognized as a sustainability leader.

Robust balance sheet providing ample opportunity to deploy firepower – 1-3x leverage corridor long-term target.

Over the last five years, we have returned about \$1.2B to shareholders through dividends and share repurchases.



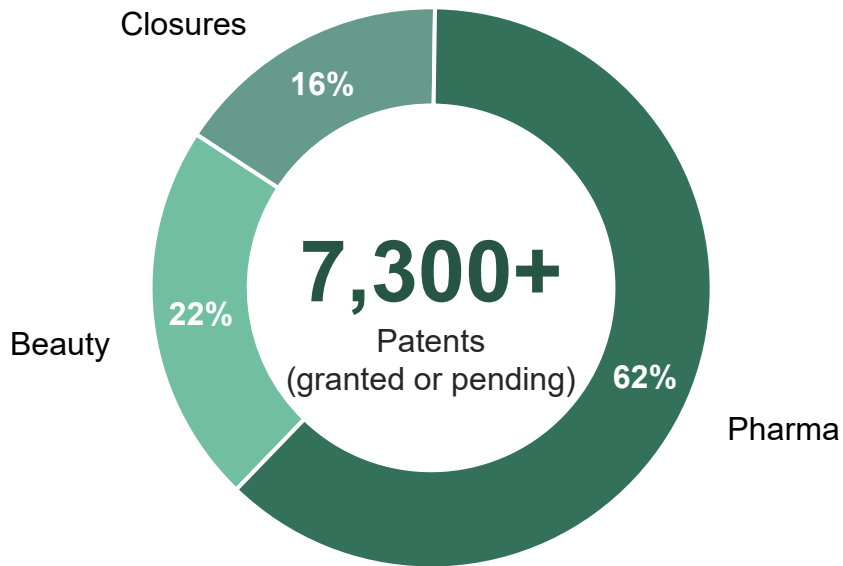
Technologies and Industrial Capabilities Deployed Across End Markets

	Pharma	Beauty	Personal Care	Home Care	Beverage	Food
Proprietary Technology Platforms ¹	Dispensing Fine Mist Pumps	In Place	In Place	In Place	In Place	In Place
	Dispensing Closures	Developing	In Place	In Place	In Place	In Place
	Dispensing Lotion Pumps	In Place	In Place	In Place		
	Active Materials	In Place	Developing			In Place
	Elastomeric Components	In Place	Developing	Developing	In Place	In Place
	Airless Systems	In Place	In Place	In Place		
	Aerosol Valves & Bag-On-Valves	In Place	In Place	In Place	In Place	In Place
	Services	In Place	In Place	Developing		
	Digital + Connected Devices	In Place	Developing			Developing
Industrial Capabilities	Precision Injection Molding	In Place	In Place	In Place	In Place	In Place
	High Speed Assembly, AI QC ²	In Place	In Place	In Place	In Place	In Place
	Metal Stamping & Anodizing	In Place	In Place	Developing		
	Decoration	Developing	In Place	In Place		

Sustainable Solutions

Industry Leading Innovation, Unmatched Reliability

Consistent Patent Investments¹



R&D spend as a percentage of sales for Aptar is ~3%³ with a larger portion of the R&D spend going to Pharma

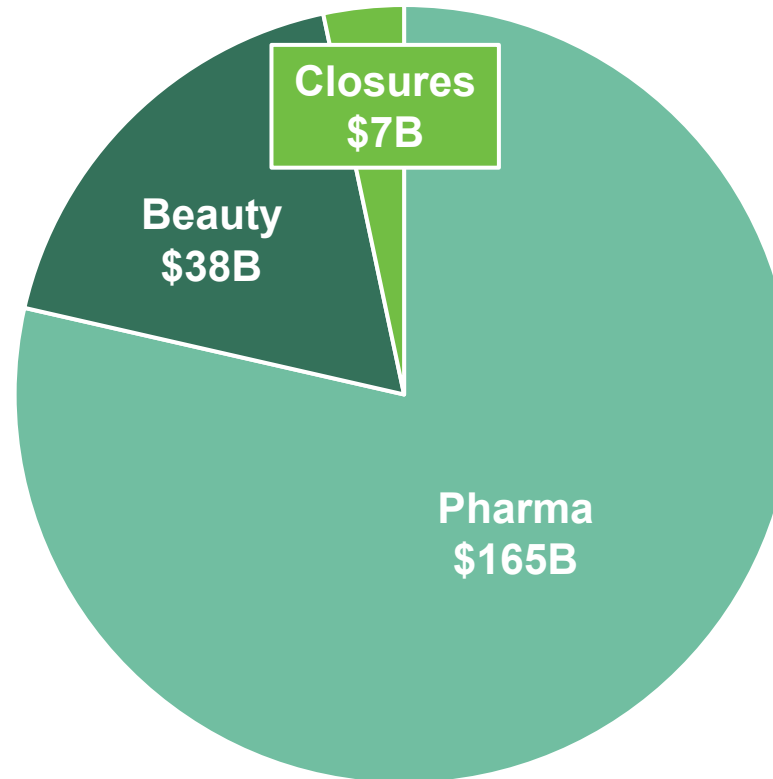
- **Proprietary Intellectual Property**
Aptar designs and owns its IP
- **Pharmaceutical Excellence**
Aptar meets ISO 5, 6, 7, 8, and 9 cleanroom standards, with clean rooms in every facility to help ensure product integrity and safety
- **Regulatory Expertise and High Reliability**
Aptar supports emergency medicines with demonstrated reliability of 99.999%². Regulatory know-how makes us a key partner, accelerating success from strategy to commercialization
- **Advanced Dispensing Solutions**
Aptar's proprietary technologies deliver high-performance dispensing, enhancing patient and consumer experiences
- **Innovation & Rapid Development**
Integrated labs and prototyping accelerate efficient solution design
- **Human Factors Expertise**
We embed human factors into design to help ensure safety, usability, and a superior user experience

Our advanced dispensing and dosing solutions are intended to maximize user satisfaction, delivering superior value to both customers and end users.

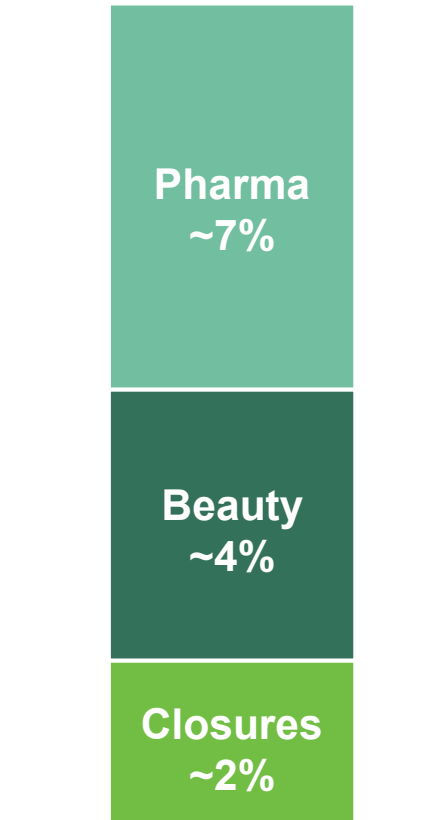
Well-Positioned for Long-Term Revenue Growth

- Aptar plays in large and growing TAMs
- Projections for market growth support long-term revenue growth
- Focused execution and driving the right investment mix expected to drive revenue growth at or above the market
- Highly diversified model, with no single product or geography driving long-term growth

Total Addressable Market Across Aptar's Growing End Markets¹



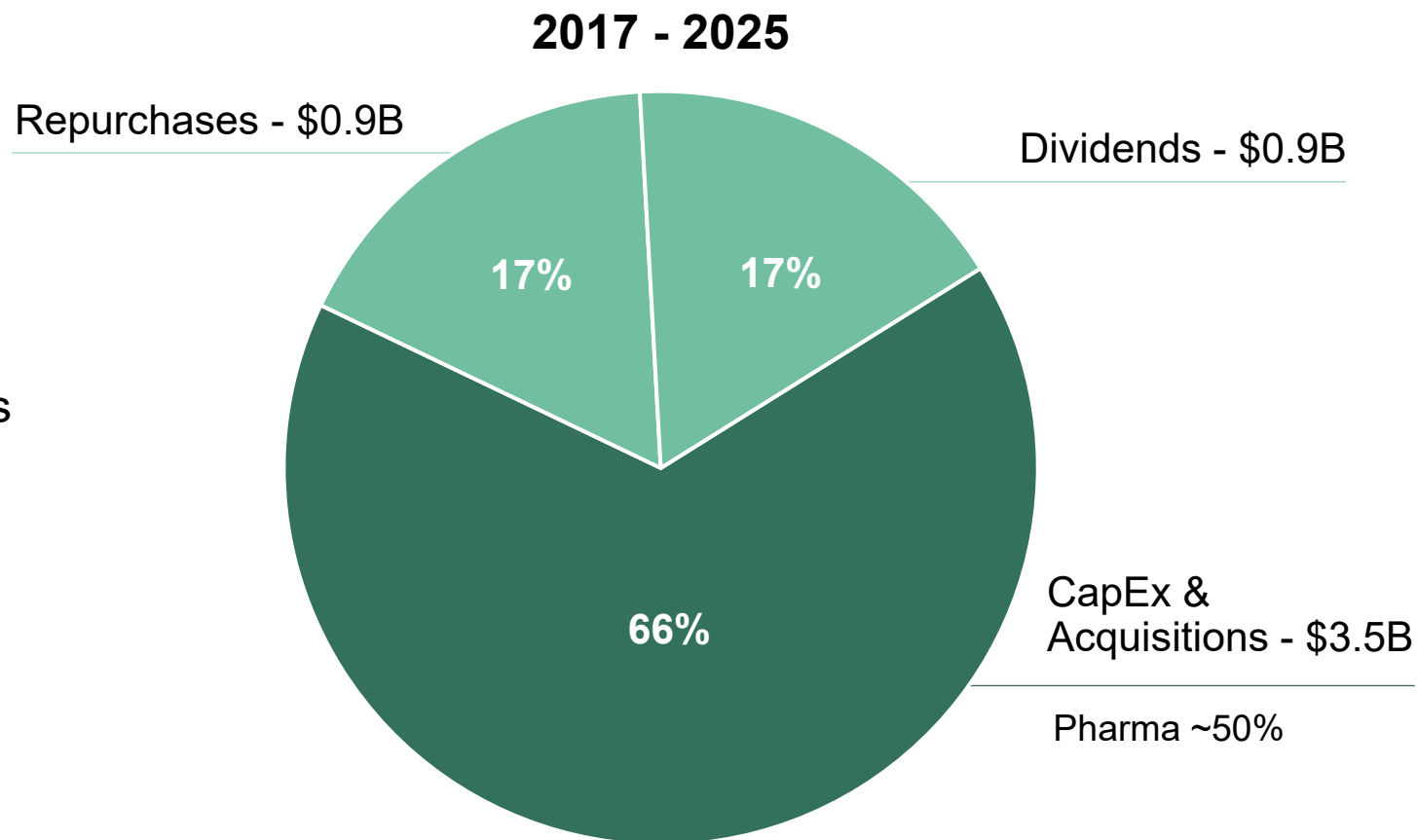
Long-Term Market Projected Growth Rates



Prioritizing Capital Deployment for Highest Returns

We remain focused on selective and disciplined capital allocation

- Profitable organic growth powered by disciplined capital allocation
- Continued emphasis on strategic acquisitions and high-value partnerships
- Consistent return of shareholder value through dividends and share repurchases
- **~Two-thirds** of capital reinvested into core business operations and growth initiatives
- **~One-third** of capital returned to shareholders



\$1.2B

Returned to shareholders through dividends and share repurchases over the last five years

Recent Recognitions

Our award-winning commitment to sustainability is a competitive advantage that drives impact for our customers



**CDP
Climate A
List**
2024-2025



Newsweek
In the Top 100
**America's Most
Responsible
Companies**
2020-2026



Forbes
One of the
**World's Top
Companies For
Women**
from 2021-2025



TIME
One of the
**World's Most
Sustainable
Companies**
2024-2025



EcoVadis
Sustainability Rating
Gold
Top 5%
2026



CDP
Recognized as a
**Supplier
Engagement
Leader**
2020-2025



ISS ESG
Achieved
**Prime
Status**
from 2020-2024



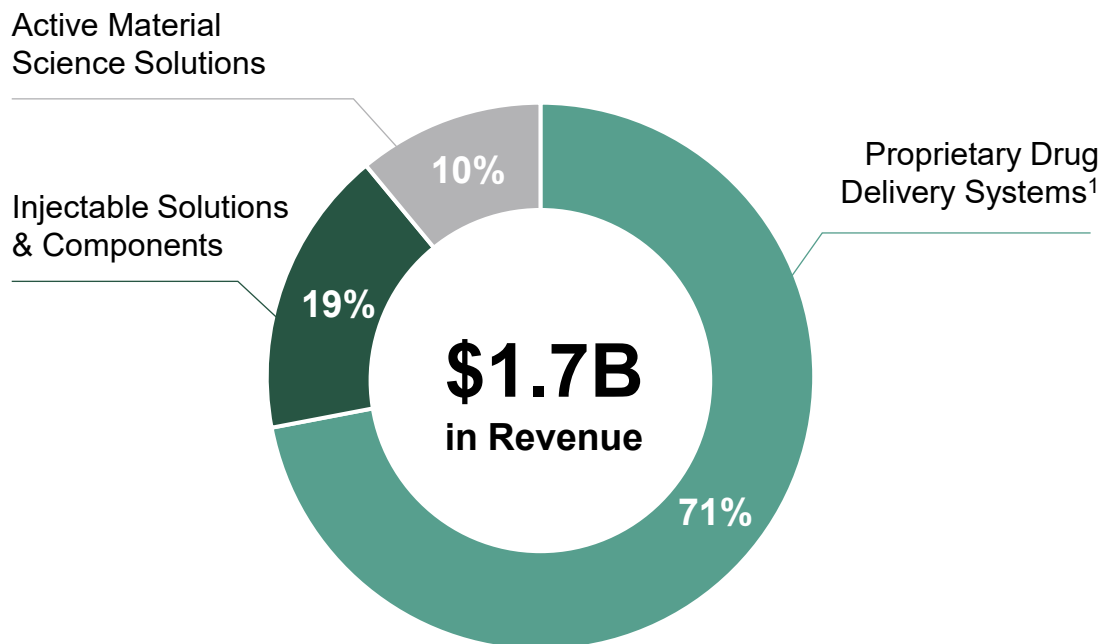
USA Today
One of
**America's Climate
Leaders**
2023-2025

Aptar Pharma



Aptar Pharma - At a Glance

FY 2025 % of Pharma Segment Sales



	FY 2025
Core Sales Growth % ²	3%
Adjusted EBITDA Margin % ²	35.0%
% of Total Revenue	46%
% of Total Adjusted EBITDA ²	69%

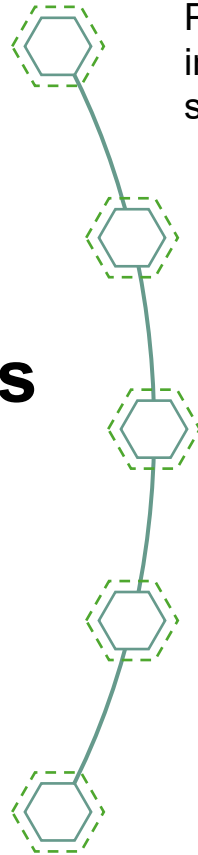
We are a proprietary leader in precision drug dosing and dispensing active in highly regulated markets

- **IP Breadth**
- **Diversified Portfolio**
- **Conversion:** Originator → Generic Transition → OTC
- **Regulatory expertise** makes us a trusted partner
- **Our services** help enable early engagement
- **Our digital health offerings set us apart from other suppliers**
- A strong balance sheet supports pharma investment and long-term strength



Strong Market Position Fortified by Differentiated Position

Aptar Pharma's Strengths



Increasing Regulatory Complexity

Proven track record in supporting approval of combination products (molecule + delivery system) in US and EU. Our experts work collaboratively with regulatory agencies to address new product specific guidance.

Significant Engineering & Scientific Know-How

Strong IP Portfolio, bolstered by decades of expertise. Our scientific affairs teams are building an understanding of pathway modeling.

Quality & Reliability

Proven reliability. Multiple market references with a proven regulatory track record.

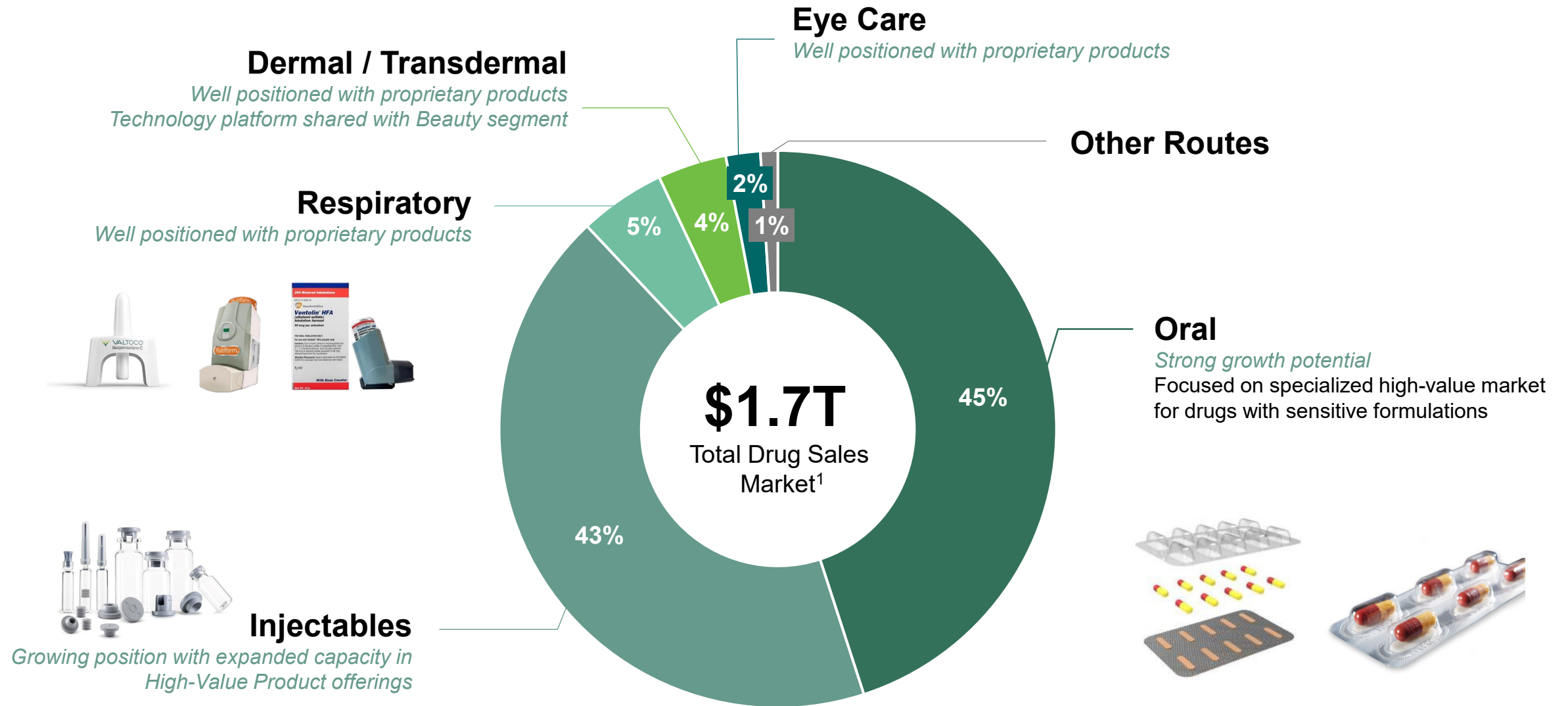
Long-Standing Customer and Partner Relationships

30+ years of experience. Established lines eliminates capacity reservation.

Capital Intensity

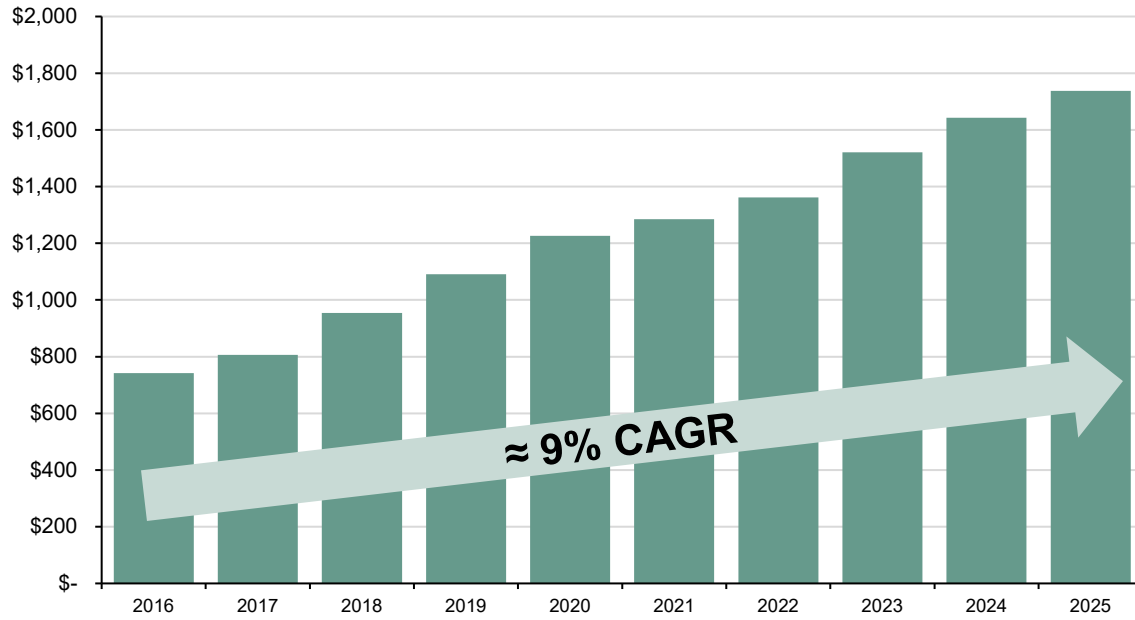
Global footprint -- Significant investment in manufacturing capacity has improved our ability to meet customer needs and market demands.

Total Drug Sales by Delivery Route

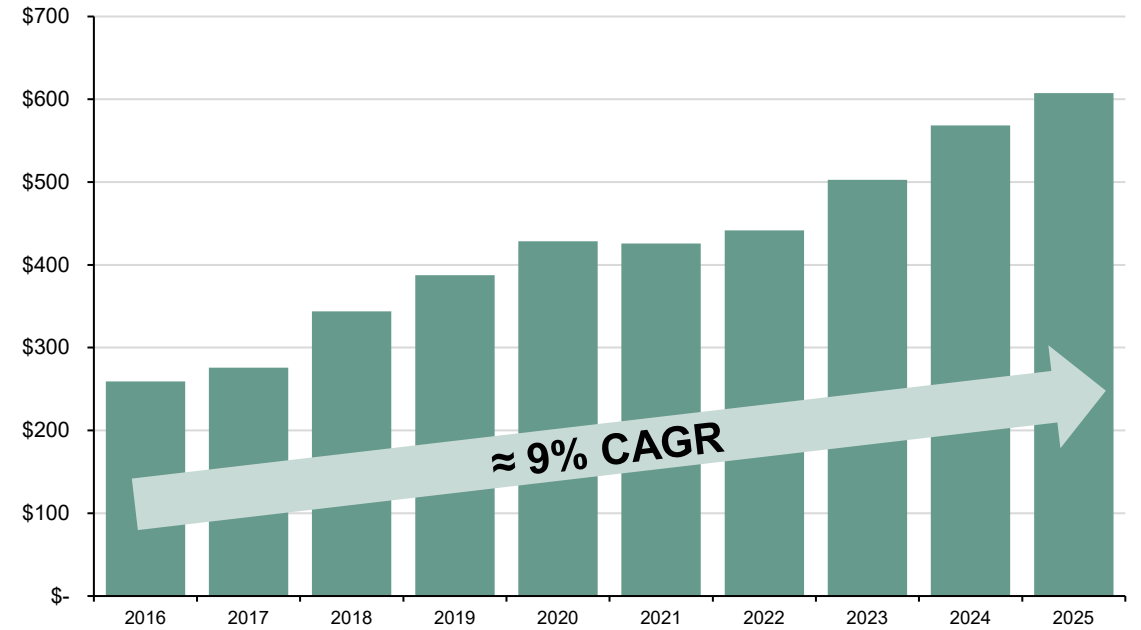


Aptar Pharma: Global Reach, Trusted Partner, Broad Offerings

Reported Net Sales
(in Millions \$)



Adjusted EBITDA
(in Millions \$)



	FY 2025
Net Sales	\$1.7B
Reported Net Sales Growth %	6%
Adjusted EBITDA¹	\$608M
Adjusted EBITDA Margin %¹	35.0%



Prescription Drug Therapeutic Areas

For Respiratory, Injectable, Ophthalmic, and Dermal Drug Delivery Routes

Top Therapeutic Areas by Average Weighted Value of Opportunities in Pipeline

(As of September 30, 2025)

1. Respiratory (Asthma/COPD)
2. Biologics (Inj.)
3. Systemic Nasal Drug Delivery
 - Central nervous system (CNS), Pain management, Emergency medicine
4. Small Molecule (Inj.)
5. Ophthalmology
6. Allergic Rhinitis
7. Vaccines (Inj. and Nasal)
8. Dermatology

Key Takeaways

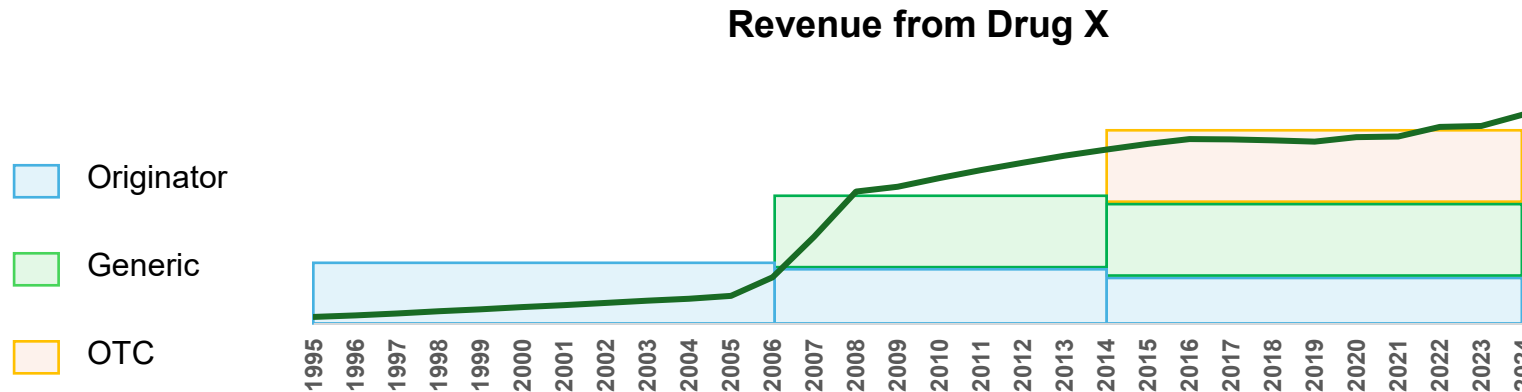
- Diverse therapeutic areas support a well-diversified portfolio
- Injectables have taken an increasingly prominent role in the pipeline
- As systemic nasal drug delivery expanded, nasally delivered CNS therapies represented the majority of opportunities
- Historically, the pipeline contributes about 10% of annual revenue, while 90% is driven by repeat business*
- Pharma's primary growth driver has been volume growth and favorable mix shift within repeat business

Our core business continues to deliver—systemic nasal delivery is accelerating, and Injectables now accounts for a greater portion of the pipeline

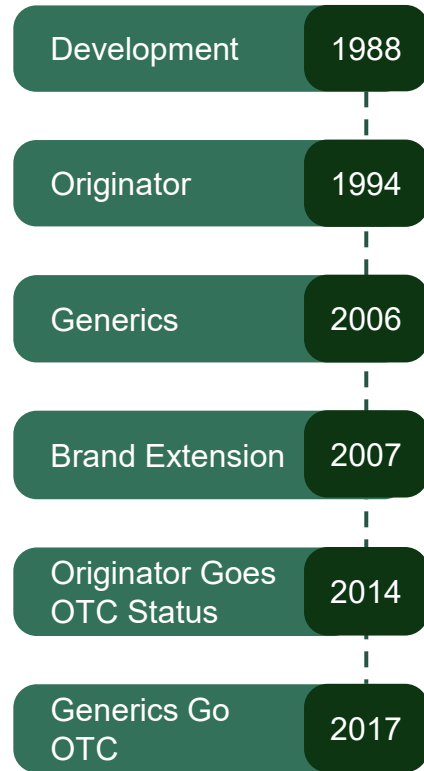
Lifecycle of a Nasally Delivered Molecule Using Aptar's Proprietary Drug Delivery System

Drug X first approved for prescription in 1994 with Aptar's nasal delivery system (1st generation) in its Drug Master File (DMF)

- Using Aptar's Delivery technology remains the delivery system (with improvements, IP, etc.) throughout the lifecycle of the drug
- More than **3 billion** Aptar delivery systems have been sold for this molecule
- Aptar has received revenue for its respective delivery systems for this molecule for **30 years and counting**



↑ 30x
in revenue



One molecule can create sustained revenue

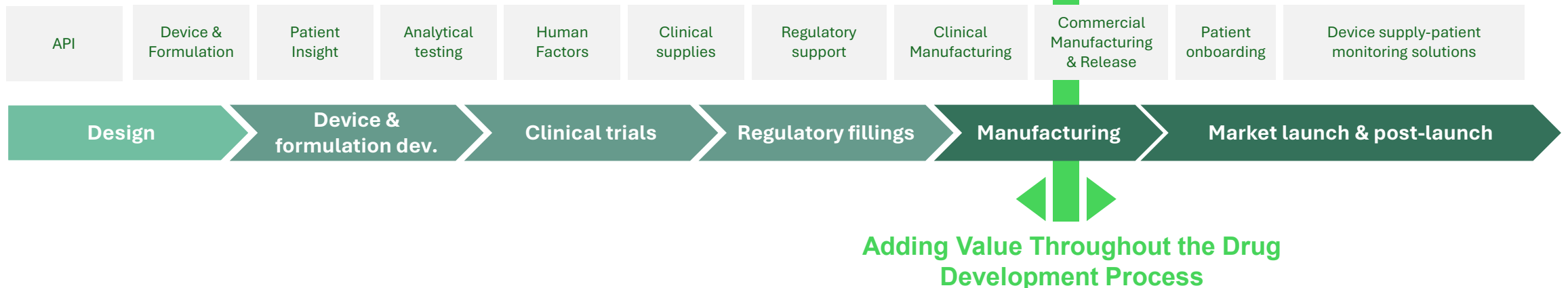
Pipeline launches add to steady stream of revenue from growing repeat business¹

Added Early-Stage and Late-Stage Capabilities to Bolster Core Business



Services support, accelerate and derisk our customers' product development and enhance patients' experiences

From NDAs to ANDAs and 505b2 filings, our regulatory expertise and credibility help derisk pharma company's submissions by leveraging 30+ years of experience supporting our customers and responding to regulators



Deep-dive of Proprietary Drug Delivery Systems Pipeline

Metabolism

Obesity
Diabetes

Musculoskeletal

Muscular Dystrophy
Creatine Deficiency
ALS

Vaccine & Antiviral

COVID-19
RSV
Influenza
Universal Flu
mAbs / mRNA

Cardiovascular

Stroke / Heart Failure
Cardiac Arrhythmia
Edema and Tachycardia (Approved Dec.2025)

Oncology

Glioblastoma
Breast Cancer
Brain Cancer
Meningioma

Neurological Disorders

Autism Spectrum
Sleep Disorders
Prader-Willi

Neurodegeneration

Alzheimer's
Dementia
Parkinson's
Huntington
Multiple Sclerosis
Aging

Eye Diseases

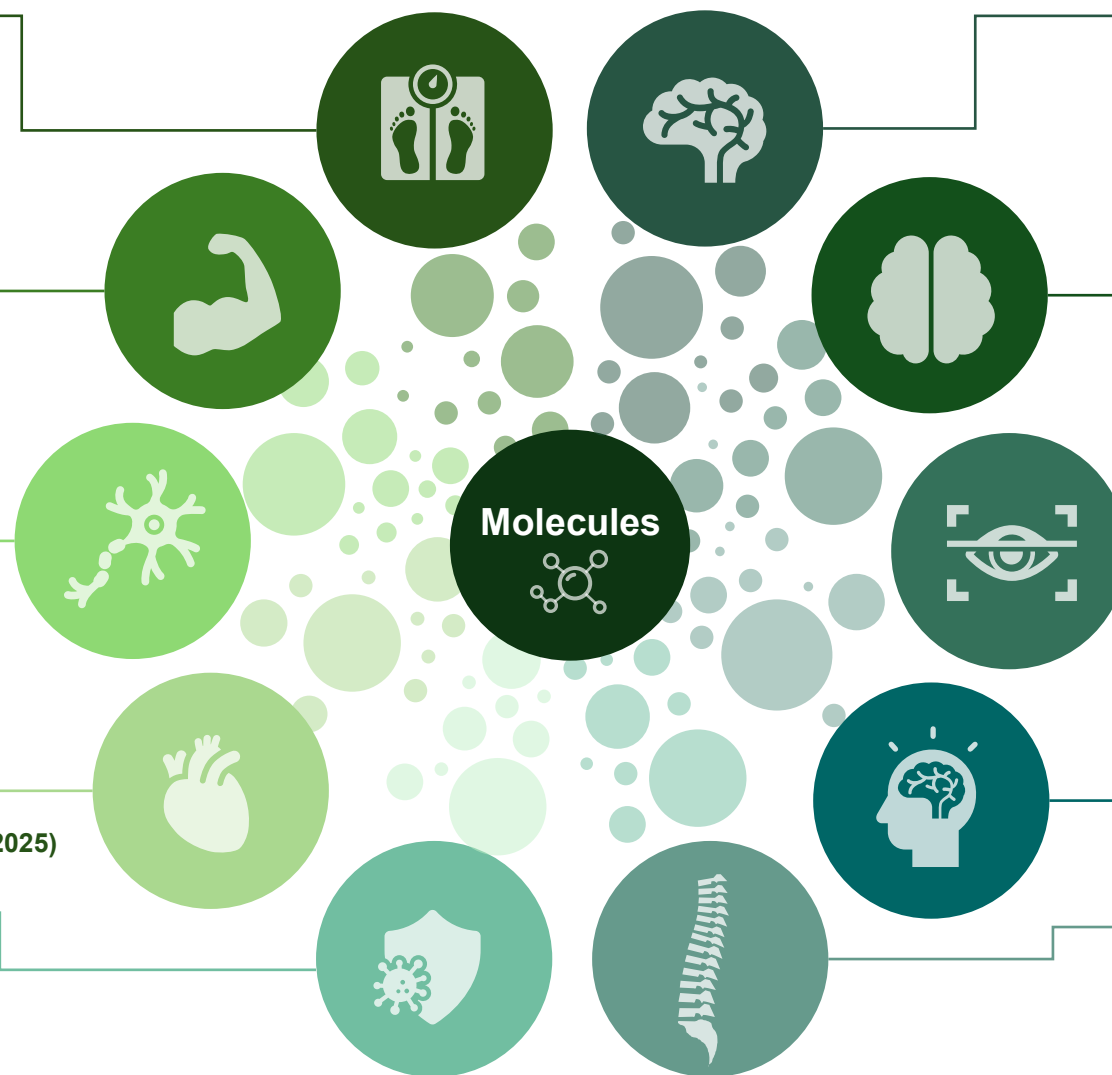
Dry Eye
Glaucoma

Mental Health

ADHD
PTSD / Anxiety
Schizophrenia
Depression
Addiction
Bipolar Disorders

Traumatic Injury

Traumatic Brain Injury
Newborn Brain Damage
Spinal Cord Injury

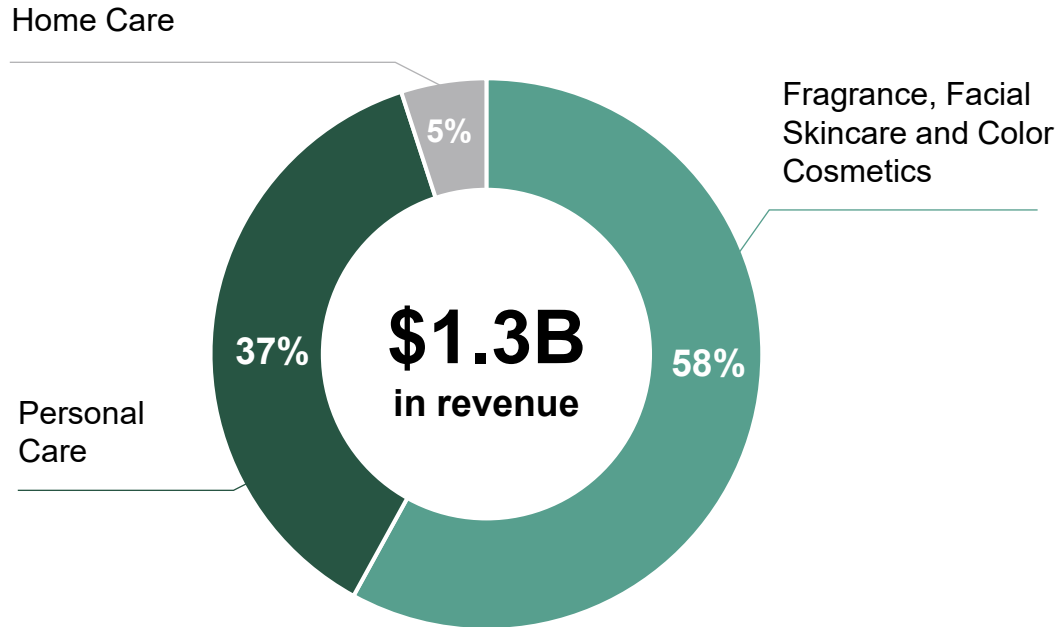


Aptar Beauty



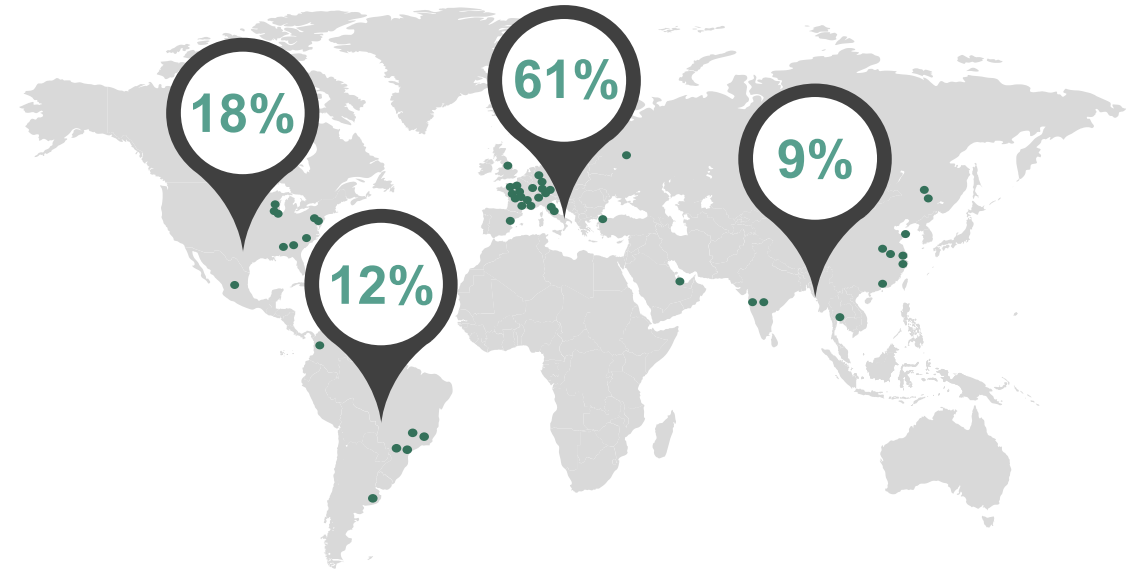
Aptar Beauty: At a Glance

FY 2025 % of Beauty Segment Sales



	FY 2025
Core Sales Growth % ¹	2%
Adjusted EBITDA Margin % ¹	12.1%
% of Total Revenue	35%
% of Total Adjusted EBITDA ¹	18%

Sales By Region (FY 2025 by Ship To Destination)



A significant amount of Europe sales end up in Asia and U.S.



Aptar Beauty: Technology Portfolio



Fragrance Pumps



Spray Pumps



Dispensing Pumps



Cosmetic Pumps



Airless Systems



Aerosol Valves, BOV
and Accessories



Droppers



Custom



Lipsticks



Refill Devices



Sampling and Trial Sizes



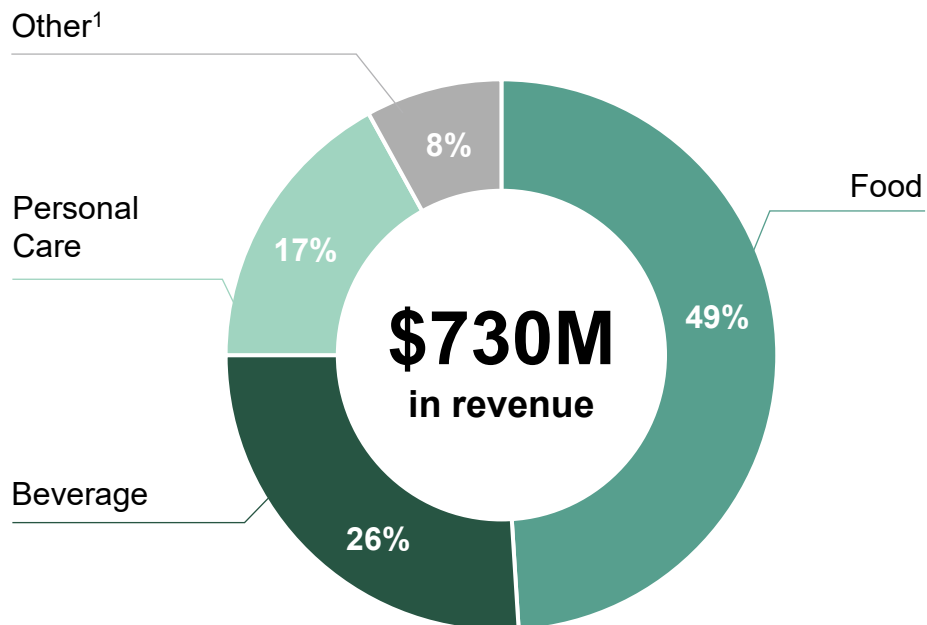
Turnkey Solutions

Aptar Closures



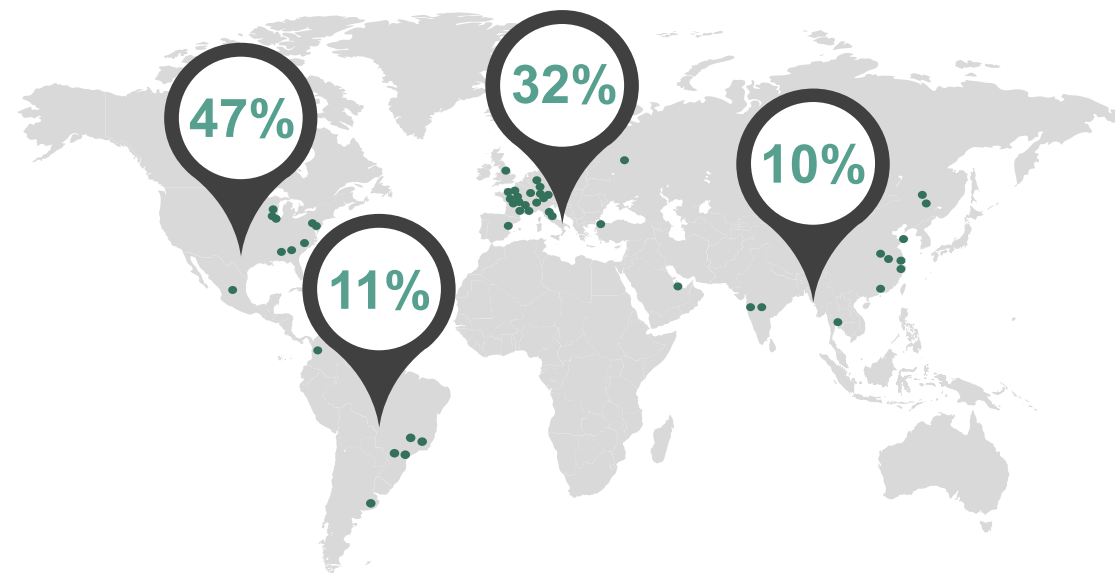
Aptar Closures – At a Glance

FY 2025 % of Closures Segment Sales



	FY 2025
Core Sales Growth % ²	1%
Adjusted EBITDA Margin % ²	16.0%
% of Total Revenue	19%
% of Total Adjusted EBITDA ²	13%

Sales By Region (FY 2025 by Ship To Destination)



Aptar Closures Technology Portfolio



Tube Tops



Disc Tops



Inverted Tops



Directional Dispensing



Active Material Science



Flow Control



Safety / Dosing Cap



Child-Resistant / Healthcare



Sport Caps



Flexible Fitments Closures



Sustainability / E-Commerce Durability



Wide Mouth Snap Tops

Aptar -- Key Takeaways

- **Pharma fundamentals are strong** with a growing pipeline and new launches, especially in nasal delivery
 - From Formulation to Patient – the patient is at the center of everything we do
- **Injectable business** capitalizing on a booming market with state-of-the-art capabilities
- **Innovation leadership** backed by decades of experience and a robust IP portfolio
- **Solid growth** expected in Pharma (post emergency medicine reset) and encouraging signals from Beauty and Closures
- **Strong balance sheet** enables accelerated capital returns while preserving strategic flexibility

Aptar

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Appendix



Non-GAAP Financial Measures Definitions

- **Adjusted EBITDA** – Adjusted EBITDA is defined as earnings before net interest, taxes, depreciation, amortization, unallocated corporate expenses, restructuring initiatives, acquisition-related costs, net unrealized investment gains and losses related to observable market price changes on equity securities and other special items.
- **Adjusted EBITDA Margin %** - Adjusted EBITDA Margin % is calculated as $\text{Adjusted EBITDA} / \text{Reported Sales}$.
- **Adjusted Earnings Per Share (EPS)** – Adjusted Earnings Per Share (EPS) is calculated as $\text{Adjusted EBITDA} / \text{Average Number of Diluted Shares Outstanding}$.
- **Core Sales Growth** – Core Sales Growth excludes acquisitions and currency effects, whereas currency effects are calculated by translating last year's amounts at the current year's foreign currency rates.
- **Dividend Payout Ratio** – Dividend Payout Ratio is calculated as $\text{Cash Dividends Paid} / \text{Adjusted Earnings Per Share}$.
- **EBITDA** – EBITDA is defined as Earnings Before Interest Taxes Depreciation and Amortization.
- **Free Cash Flow** – Free Cash Flow is calculated as Net Cash Provided by Operations less Capital Expenditures plus Proceeds from Government Grants
- **Return on Investment Capital (ROIC)** – Return on Investment Capital (ROIC) is calculated as $\text{Adjusted Earnings before Net Interest and Taxes, less Tax Effect} / \text{Average Capital}$, whereas Average Capital is the average of beginning of year capital and Capital is Equity plus Debt less Cash

Non-GAAP Financial Measures

AptarGroup, Inc.
Reconciliation of Adjusted EBIT and Adjusted EBITDA to Net Income (Unaudited)
(\$ In Thousands)

	Year Ended December 31, 2025					
	Consolidated	Pharma	Beauty	Closures	Corporate & Other	Net Interest
Net Sales	\$ 3,777,181	\$ 1,737,481	\$ 1,309,437	\$ 730,263	\$ —	\$ —
Reported net income	\$ 392,497					
Reported income taxes	98,881					
Reported income before income taxes	491,378	461,073	87,523	56,310	(72,467)	(41,061)
Adjustments:						
Restructuring initiatives	9,837	1,080	4,469	3,566	722	
Curtailment gain related to restructuring initiatives	(115)	—	—	(115)	—	
Net investment loss	483	—	—	—	483	
Gain from remeasurement of equity method investment	(26,518)	—	(26,518)	—	—	
Transaction costs related to acquisitions	1,460	952	508	—	—	
Purchase accounting adjustments related to acquisitions and investments	1,793	70	1,723	—	—	
Other special items	8,360	8,360	—	—	—	
Adjusted earnings before income taxes	486,678	471,535	67,705	59,761	(71,262)	(41,061)
Interest expense	52,737					52,737
Interest income	(11,676)					(11,676)
Adjusted earnings before net interest and taxes (Adjusted EBIT)	527,739	471,535	67,705	59,761	(71,262)	—
Depreciation and amortization	287,363	136,111	91,066	56,716	3,470	
Adjusted earnings before net interest, taxes, depreciation and amortization (Adjusted EBITDA)	\$ 815,102	\$ 607,646	\$ 158,771	\$ 116,477	\$ (67,792)	\$ —
Reported net income margins (Reported net income / Reported Net Sales)	10.4 %					
Adjusted EBITDA margins (Adjusted EBITDA / Reported Net Sales)	21.6 %	35.0 %	12.1 %	16.0 %		

**Annual Segment Sales Analysis
(Change Over Prior Year)**

	Pharma	Beauty	Closures	Total AptarGroup
Total Reported Sales Growth	6%	7%	2%	5%
Currency Effects ⁽¹⁾	(3)%	(2)%	(1)%	(2)%
Acquisitions	0%	(3)%	0%	(1)%
Core Sales Growth	3%	2%	1%	2%

(1) - Currency effects are approximated by translating last year's amounts at this year's foreign exchange rates.

AptarGroup, Inc.
Reconciliation of Adjusted EBIT and Adjusted EBITDA to Net Income (Unaudited)
(\$ In Thousands)

	Year Ended December 31, 2024					
	Consolidated	Pharma	Beauty	Closures	Corporate & Other	Net Interest
Net Sales	\$ 3,582,890	\$ 1,643,152	\$ 1,225,730	\$ 714,008	\$ —	\$ —
Reported net income	\$ 374,178					
Reported income taxes	95,587					
Reported income before income taxes	469,765	447,353	68,797	54,832	(69,420)	(31,797)
Adjustments:						
Restructuring initiatives	13,002	589	8,041	3,835	537	
Curtailment gain related to restructuring initiatives	(1,851)	—	—	(1,851)	—	
Net investment gain	(1,713)	—	—	—	(1,713)	
Transaction costs related to acquisitions	140	—	140	—	—	
Adjusted earnings before income taxes	479,343	447,942	76,978	56,816	(70,596)	(31,797)
Interest expense	43,898					43,898
Interest income	(12,101)					(12,101)
Adjusted earnings before net interest and taxes (Adjusted EBIT)	511,140	447,942	76,978	56,816	(70,596)	—
Depreciation and amortization	263,784	120,429	82,931	57,326	3,098	—
Adjusted earnings before net interest, taxes, depreciation and amortization (Adjusted EBITDA)	\$ 774,924	\$ 568,371	\$ 159,909	\$ 114,142	\$ (67,498)	\$ —
Reported net income margins (Reported net income / Reported Net Sales)	10.4 %					
Adjusted EBITDA margins (Adjusted EBITDA / Reported Net Sales)	21.6 %	34.6 %	13.0 %	16.0 %		

**Annual Segment Sales Analysis
(Change Over Prior Year)**

	Aptar Pharma	Aptar Beauty	Aptar Closures	Total AptarGroup
Total Reported Sales Growth	8%	(3)%	2%	3%
Currency Effects ⁽¹⁾	0%	0%	1%	0%
Acquisitions	0%	0%	0%	0%
Core Sales Growth	8%	(3)%	3%	3%

(1) - Currency effects are approximated by translating last year's amounts at this year's foreign exchange rates.