

Our Strategy and Model for Sustainable Access to Medicine

Our business and operating model is deliberately designed and implemented to deliver on our strategy to build and sustain access to medicine at scale. Underpinned by Viatris' relevance and success in meeting evolving healthcare needs, we seek to create value for and together with our key stakeholders – the people who trust our medicines every day, the health systems who rely on us, the people who make up Viatris, our partners and the investors who believe in our ability to execute on our ambitious mission.

We are convinced that patients and systems around the world are best served by a healthcare company applying a well-rounded and long-term approach, maintaining viability while working to manage inherent risks and opportunities and continuously striving to advance sustainable operations and responsible practices in a focused way.

Our Commitment to Access

Access to medicine begins with sustainably delivering high-quality medicines and health solutions at scale to people, regardless of geography or circumstance.

Viatris was formed to bridge the traditional divide between generics and brands, combining the best of both, to more holistically address healthcare needs globally. With an extensive portfolio of medicines to meet nearly every health need, a one-of-a-kind global supply chain designed to reach more people with health solutions when and where they need them, and the scientific expertise to address some of the world's most enduring health challenges, access is central to everything we do.

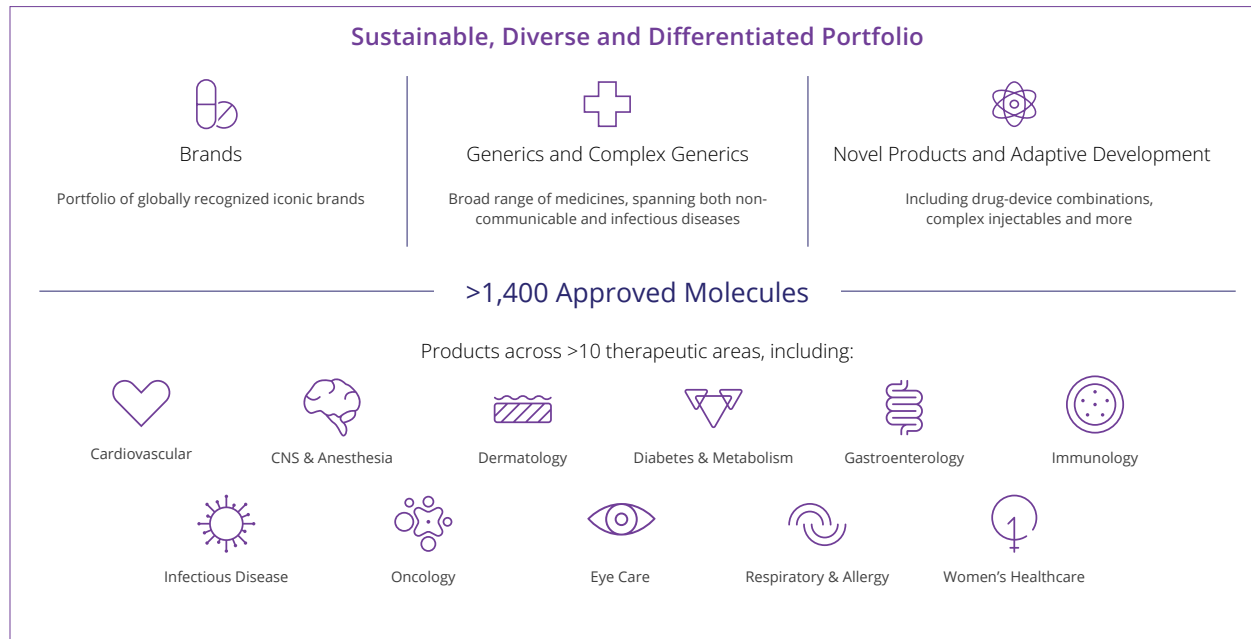


We have a mission to empower people worldwide to live healthier at every stage of life. We do so via:

Access: Providing high-quality trusted medicines, regardless of geography or circumstance

Leadership: Advancing sustainable operations and innovative solutions to improve patient health

Partnership: Leveraging our collective expertise to connect people to products and services



“Access has always been at the core of our mission and will continue to be as we move up the value chain. We will remain therapeutically and channel agnostic and provide products for patients at every stage of life. Viatris is well positioned to deliver

on our mission, and we look forward to executing on our key development programs across complex injectables, novel products, complex generics and our Phase III-ready eye care pipeline.”

— **Rajiv Malik**
President, Viatris

We are focused on meeting individual needs, whether with a generic medicine, an improved version of an existing medicine, or a truly novel therapeutic solution. We go beyond developing, making and distributing high-quality medicines and work to help find solutions that support resilient systems for healthcare. We have designed our global operations and supply chain to be a reliable and flexible partner for access across the world, constantly adapting to an ever-evolving landscape.

Partnerships and collaborations are critical, as are policies and strong healthcare systems that allow for healthy competitive environments. The needs are universal, and we work with an array of organizations - globally, regionally, locally, public and private - to support sustainable access to medicines at consistent quality standards. Through our GLOBAL HEALTHCARE GATEWAY® we connect more people with even more products and services to advance access and health.

Ultimately, we know we are stronger together, working collaboratively and relentlessly across our company and with the broader global community, in pursuit of access.

The Global Healthcare Gateway

The Global Healthcare Gateway is an important vehicle in Viatris' business model for expanding access. It offers a path for smaller and niche companies seeking to expand access to their products and services to partner with Viatris and benefit from our established strengths and infrastructure. Together, we can reach patients across therapeutic areas and geographies whom these smaller companies alone may not have the resources to reach. We aim to be a PARTNER OF CHOICE® to leverage our global footprint in partnerships through the Global Healthcare Gateway and beyond, to accelerate the expansion of patients' access to prevention, diagnosis, and treatment.

Our Four Market Segments:

Developed Markets, which consists of Europe and North America

JANZ, which consists of Japan, Australia and New Zealand

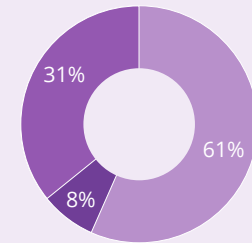
Greater China, which consists of Mainland China, Hong Kong and Taiwan

Emerging Markets, which includes our presence in more than 125 countries across Asia, Africa, Eastern Europe, Latin America and the Middle East and our ARV franchise

Net Sales:

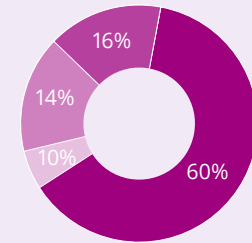
By Product Type

- Brands
- Generics
- Complex Gx & Biosimilars



By Region

- Developed
- Emerging
- GCR
- JANZ



In 2022, our second full year as Viatris, we have worked diligently to integrate our legacy companies and build a strong foundation for executing on the next phase of our strategic plan. We have established solid operational performance across all business segments, with total revenues of \$16.26 billion in 2022. In November, we completed our transaction to transfer substantially all of Viatris' biosimilar business to Biocon Biologics Ltd. (Biocon), creating a new vertically integrated company that we expect to be a biosimilars leader and are working to support a seamless transition, which is ongoing, for colleagues, customers and patients. We established Viatris' eye care division in January 2023, building from our acquisitions of Oyster Point and Famy Life Sciences. We remain on track to execute other planned divestitures.

Additional highlights from 2022 include the U.S. Food and Drug Administration (U.S. FDA) approvals of generic lenalidomide, fingolimod and levothyroxine oral solution, and the expansion of first-to-market opportunities of complex injectables with applications filed with U.S. FDA for generics of medicines including Sandostatin®LAR Depot, Ozempic® and Abilify Maintena®. In our injectables pipeline, we have seven first-to-market opportunities currently on file.¹



"The actions we are taking to reshape Viatris serve to strengthen our foundation, position us for long-term growth and further support our ability to invest in creating access to medicines."

— **Sanjeev Narula**
Chief Financial Officer,
Viatris

Sources

¹As of Feb. 27, 2023

With an Eye to The Future

At Viatris, we intend to continue building on our strong existing access-driven base business with a focus on pipeline products with greater complexity to continue addressing unmet needs. Novel and complex products will be important to Viatris' model to meet unmet needs and catalysts for growth, building off the foundation of 2022 in which Viatris' revenues from new products amounted to \$483 million.

We expect to expand further into development of more innovative products, including new chemical entities (NCEs) and improved versions of existing products, such as those filed through the U.S. FDA's 505(b)(2) pathway. We have a strong pipeline across eye care, complex injectables and novel products and more than 98% of expected new product launches by 2023 are either launched, approved or pending approval.

While we intend to maintain the breadth of our portfolio across therapeutic areas, we have identified three core, global therapeutic areas to assess for novel opportunities - ophthalmology, gastrointestinal, dermatology - that we believe particularly fit our internal capabilities while leveraging our global platform. We are further enhancing our commercial and scientific capabilities to support this future portfolio and plan to increase our R&D investment in addition to active business development through the Global Healthcare Gateway.

Viatris has what is needed to deliver complex generics and novel products



Robust Science, Pre-Clinical & Device Engineering



Strong Clinical Development & Medical Affairs Across Multiple Therapeutic Areas



Proven Regulatory, Legal & Intellectual Property



Broad & Scalable Manufacturing Capability

We have laid out a path to divest certain assets – the over-the-counter (OTC) business, the active pharmaceutical ingredient (API) business (while retaining some selective development API capabilities), select components of the women's health business and certain geographic markets¹ – to focus on our core assets and to maximize the potential of these assets in the hands of a potential buyer. In turn, we are targeting our resources on core areas with opportunity for us to add significant value for patients. We are focused on making improvements to existing products and expanding formulations to make them more available for those who may not have previously had access. We also regularly review the products we currently provide across different markets, which may periodically lead to expanded registration of products with unmet need, or rationalization of products that are no longer viable or in demand. Throughout this process, we carefully consider the availability of alternatives for patients to avoid disruption in critical medications.

Our Key Pillars in Building Access at Scale

Research, Development and Regulatory

Viatris' portfolio comprises more than 1,400 approved molecules across a wide range of key therapeutic areas, including globally recognized iconic and key brands, generics and complex generics. We are building on this broad portfolio and leveraging our extensive scientific capabilities to develop more complex and novel products, providing greater opportunities for us to target gaps in patient care where others may not focus. As part of our product development and portfolio management, our R&D expertise helps drive our mission.

We do this through a focus on:

- addressing unmet medical needs by enhancing existing products;
- diligently pursuing generics opportunities;
- seeking to expand access through new product submissions;
- maintaining and ensuring compliance of our existing portfolio of marketed products;
- and diligently pursuing additional regional pipeline opportunities.

We have 12 R&D centers around the world, including 10 technology focused development sites and two global R&D centers. We develop products designed to meet the needs of patients across geographies and income bands and seek to use our unique development expertise to address challenges that are limiting access, within and between countries.

Sources

¹Certain geographic markets refers to those that were a part of the combination with the Upjohn business that are smaller in nature and in which we had no established infrastructure prior to or following the transaction.



“We build access through an exceptionally extensive portfolio of medicines to meet nearly every health need and a one-of-a-kind global supply chain of internal and partner sites with quality and safety at the heart of everything we do.”

— **Sanjeev Sethi**
Chief Operating Officer, Viatris

Raw Materials and Sourcing

The APIs and other materials and supplies we use in our manufacturing operations are sourced and purchased from trusted third parties or produced internally. Our strong supplier relationships and ability to obtain high quality raw materials at reasonable prices are crucial to our ability to maximize our impact and supply patients with the finished product medicines they need to maintain their health. As part of de-risking and further building resiliency, we are building strong supplier relationships and applying [sustainable sourcing](#) practices.

Manufacturing & Supply Chain

Our platform combines what we believe to be best-in-class manufacturing and supply chain capabilities. Viatris operates approximately 40 manufacturing sites worldwide that produce oral solid doses, injectables, complex dosage forms and APIs on five different continents.¹ Our global, flexible, and diverse supply chain is designed to mitigate risks of disruption and ensure supply reliability. Our responsive global network has helped us maintain a reliable

supply of much-needed medicines throughout times of significant demand volatility. Viatris has Supply Chain colleagues in more than 150 countries around the world, monitoring demand and supply daily. They look out over a 24-month horizon to preempt and circumvent supply gaps, collaborating with markets and manufacturing plants on cross-functional action plans. In 2022, we sold more than 80 billion doses across more than 165 countries and territories and had a global customer service level of 90%.

Protecting patients and consumer health by ensuring the [quality and safety](#) of our products is at the heart of how we operate across our network. Every step of our development, manufacturing, and monitoring processes – from product development to sourcing of raw materials to producing and distributing finished dosage forms – is grounded in this commitment. All our operations are supported by robust global quality systems and standards and processes which are designed to ensure product quality and patient safety, and compliance with Current Good Manufacturing Practice (cGMP).

Distribution

Viatris’ products reach patients through a variety of distribution channels and intermediaries, and local laws and customs give rise to different types of pharmaceutical markets (distribution, tender, substitution, and prescription). The customers we work with include retail pharmacies; specialty pharmacies; wholesalers and distributors; payers, insurers and governments; and institutions such as hospitals, among others. We work closely with all of these stakeholders and other important collaborators, including international organizations, not-for-profits and non-governmental organizations (NGOs) to promote the most efficient distribution of products to provide access to as many people as possible.

Market Outreach and Policy Engagement

As a truly global healthcare company we are committed to serving patients with different needs, across different geographies and different healthcare systems. We are uniquely positioned to help address barriers to access through the combination of our deep local expertise and global infrastructure and networks. We work to advance access to quality medicines, strengthen resilient global supply and build systems designed to enable future access. We champion policies advancing greater efficiency of regulatory systems, creating pro-competitive policy environments and supporting long-term market viability and global supply networks to tackle the root causes of supply disruption.

We manage our products and healthcare solutions on a geographic basis worldwide and engage with physicians, pharmacists, insurers, payers, policy and regulatory leaders and related organizations across the globe. As part of our efforts to inform healthcare providers on the appropriate use and efficacy of Viatris’ products, our sales and marketing professionals focus their educational outreach on the people who make key decisions around pharmaceutical prescribing, dispensing and buying. These interactions are governed by Viatris’ policies and processes, resting on well-established regulations and ethical standards.

Sources

¹Not taking into account the planned divestitures of certain API manufacturing and manufacturing of certain women’s health products in India, which are yet to be completed.