Building sustainable access to medicine

VIATRIS™

2022 Sustainability Report

Table of Contents

Everywhere Health Matters

Dr. Diana Rutebarika is the deputy head of pediatrics at the Joint Clinical Research Centre. The clinic near Kampala, Uganda, specializes in HIV/AIDS treatment and management, including conducting outreach for children identified as HIV positive through an early infant diagnosis program. One of the medicines used to treat pediatric patients was developed through a collaboration between Viatris and ViiV Healthcare, the Clinton Health Access Initiative and Unitaid to help expand access to children living with HIV/AIDS in low- and middle-income countries. According to the World Health Organization, half of HIV-positive infants will die before their second birthday without prompt diagnosis and treatment.

Prior to the availability of the dispersible tablets, many young children faced challenges consuming medicine. With the availability of more treatment options for children, HIV is better repressed, which can lead to better outcomes, says Dr. Rutebarika.

Dr. Rutebarika remembers a time when HIV-positive patients had almost no options; circumstances have improved significantly since then. One of the clinic's earliest pediatric patients is now 33, has completed school, married and is the mother of four children herself.

Viatris at a Glance 2022

ACCESS AND GLOBAL HEALTH

~1 billion
patients served[1]

Sold more than **80 billion** doses of medicine across more than **165 countries and territories,** reaching about **90% of low- and lower-middle-income countries**

>250 medicines on the World Health Organization (WHO) Essential Medicines List to help address priority healthcare needs as defined by the WHO

62 products on the WHO Prequalification List, which allows for U.N. and other multilateral donor procurement, as well as accelerated registration processes in low- and lower-middle-income countries

OUR PEOPLE

We have more than **38,000 colleagues**[2] across almost 70 countries

89% participation in Viatris' first-ever Voice Survey

ENVIRONMENT

The **Science Based Target Initiative (SBTi)** independently assessed and approved our near-term science-based greenhouse gas emissions reduction targets to cut scope 1 and 2 emissions by 42% by 2030 and scope 3 emissions by 25% by 2030[3]

COMMUNITY

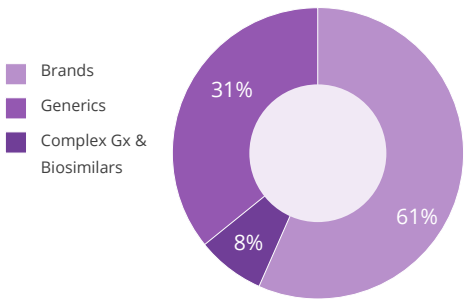
Donated more than 450 million doses of medicines for humanitarian needs through our partners around the world

Donated a total of $1 million to aid in supporting access to healthcare, food security and water stewardship in communities around the world through four organizations: Direct Relief, World Central Kitchen, WaterAid and World Food Program USA, the U.S. partner of the United Nations World Food Programme

OUR FINANCIALS

Total Revenues:
$16.26B

2022 Net Sales:



RECOGNITIONS

Forbes 2022 WORLD'S BEST EMPLOYERS POWERED BY STATISTA

top EMPLOYERS INSTITUTE

WE ARE PROUD TO BE A PART OF THE TOP 10 BEST WORKPLACES TO GIVE BACK 2022 BROUGHT TO YOU BY GOODCOMPANY

HR Asia BEST COMPANIES TO WORK FOR IN ASIA

Sources

[1]The number of patients served is an estimate calculated using internal sales data (global volume of doses sold in 2022 in all markets as aligned with IQVIA standard units), divided by estimated per patient usage, which is based on treatment dose, treatment duration, and treatment adherence as estimated by Viatris Medical Affairs based on approved label indication and instructions for use, current international guideline recommendations, and common usage in clinical practice. Patients using multiple Viatris medicines may be counted as multiple patients. Certain adjustments were applied in consideration of announced divestitures and to account for acceptable alternatives to the patient usage factors noted above, and rounded to the nearest hundred million. Estimates may be subject to reassessment.

[2]Excludes contingent workers

[3]2020 as baseline

About this Report

This is the third annual sustainability report for Viatris, which was formed in November 2020. This report presents work and progress across key topics in 2022.

Sustainability is fundamental to Viatris' mission. We work to continuously advance responsible and sustainable practices and operations.

Through this publication, we describe our approach to actions and initiatives across multiple areas of focus supporting our efforts to be a model for sustainable access to medicine and to make a difference. In addition to describing work and progress during the calendar year 2022, the report also includes some updates from early 2023. The report contains three main sections:

1. Introduction to Viatris
2. Areas where we strive to make a difference
3. Management disclosure and performance data

We are committed to annual reporting on important sustainability matters and are working to further enhance our disclosure. This report references the GRI Standards and the Sustainability Accounting Standards Board (SASB) standards for Biotechnology & Pharmaceuticals and provides disclosure in accordance with the Task Force on Climate-related Financial Disclosures (TCFD). Viatris is a signatory to the United Nations Global Compact (UNGC) and is committed to the Compact's 10 principles related to human rights, labor, environment and anti-corruption.

WE SUPPORT UN GLOBAL COMPACT

Certain subsidiaries are also subject to statutory sustainability reporting in the European Union (EU), following the EU Non-Financial Reporting Directive (EU NFRD). This report, together with Viatris' statutory filings, is intended to fulfill our applicable reporting requirements. Information contained in this report reflects work and progress from Jan. 1, 2022 to Dec. 31, 2022, unless otherwise noted. Reporting on other matters specific to financial performance of Viatris Inc. and our subsidiaries can be found in our periodic reports and filings with the U.S. Securities and Exchange Commission (SEC), including our most recent Annual Report on Form 10-K filed with the SEC on Feb. 27, 2023, as amended by the Form 10-K/A filed on April 28, 2023.

Not all of the products mentioned in this report have been approved for use in all countries where Viatris has a commercial presence. The information contained in this report is not for use in product detailing or promotion.

SUSTAINABLE DEVELOPMENT GOALS

Viatris supports the UN Sustainable Development Goals (SDGs). The 17 SDGs launched in 2015 serve as a roadmap for countries, communities and companies on universally important areas for a more sustainable and inclusive development by 2030. The COVID-19 pandemic has had significant impact on many of the goals, and in some areas, previous gains have been reversed. Further, the growing impacts of climate change on environmental and human health puts on all of us to do our part to reduce negative impact and help make positive progress.

We intend to apply and leverage our unique capabilities, manage inherent risks and be a reliable partner. We are well positioned to support progress towards SDG 3 — To Ensure Healthy Lives and Promote Well-Being for All at All Ages. We have the scientific, manufacturing and distribution capabilities, deep expertise and a wide-ranging commercial platform that extends to more than 165 countries and territories.

The goals are certainly interconnected, and as a global healthcare company, how we conduct ourselves and interact with our partners impact that and other goals. We work to advance sustainable operations and leverage our collective expertise to empower people to live healthier at every stage of life, recognizing that our actions affect the stakeholders and communities we serve.

SDGs Most Relevant to Viatris

Delivering on our Mission for Stakeholders

Since first joining the company as a member of the Viatris Board in December 2022 and now as CEO since April 1, I have seen firsthand the incredible passion and engagement that everyone throughout Viatris has for our mission to empower people worldwide to live healthier at every stage of life. This passion is one of the many things that attracted me to the company and that excites me about the work we are doing to deliver high-quality medicines and health solutions at scale to people around the globe, regardless of geography or circumstance.

I continue to be thoroughly impressed by all that has been accomplished since the company was launched just over two years ago and by the well-crafted strategic plan laid out for Viatris' future. As a company uniquely positioned to bridge between the significantly broad access of generics and brands, we combine the best of both, to address healthcare needs more holistically around the world. And while Viatris has already had many successes, we are constantly looking for ways to do even more to deliver on our mission.

With an exceptionally extensive and diverse 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 healthcare challenges, the pursuit of broad access takes on deep meaning at Viatris. With our ability to touch all of life's moments, we put access into action every day as we focus on striving to meet individual needs, whether with a generic medicine, an improved version of an existing medicine, or a truly novel therapeutic solution.

Throughout 2022, colleagues across the company worked diligently to integrate our legacy companies, to deliver on the priorities of Phase 1 of our strategic plan and to advance commitments and performance in areas especially important to Viatris' work in sustainability. Highlights include:

- Actions and progress related to Viatris' initial sustainability goals that were announced in 2022 in the areas of access and global health; diversity, equity and inclusion and the environment.
- Our targets to reduce greenhouse gas emissions were validated and approved by the Science Based Target initiative in 2022, marking a significant achievement and testament to our commitment to address climate change and protect a reliable supply of medicines.

As a signatory to the UN Global Compact, we believe that companies can play a relevant role in serving as a positive force to help address some of society's greatest challenges.

Looking to the future, we will focus on Phase 2 of Viatris' strategic plan, continuing to move up the value chain and look for opportunities to provide even more medicines and healthcare solutions that meet unmet patient needs. It is an exciting time to be at Viatris, and I am honored to lead this team and this company in the continued pursuit of our bold mission.

— Scott A. Smith
Chief Executive Officer, Viatris

A Message from our Executive Chairman

As we continue to build upon our strong foundation as a true champion for access to medicine, the Board of Directors and I are extremely pleased to welcome Scott A. Smith as our new CEO to guide Viatris as it moves forward. Scott brings deep industry knowledge and a forward-looking business mindset to our company. Most importantly, I have seen firsthand Scott's appreciation for our mission. I expect him to further reinforce our role as a reliable supplier of access to high quality, more affordable medications to our partners and patients around the world for many years to come, as we continue to build access at scale while also while delivering long-term value to all of our stakeholders.

Our second full year as Viatris continued to mark significant milestones for our company, as we worked to complete the integration of our legacy companies and completed the divestiture of our biologics business. We also added another significant franchise to our platform through the acquisitions of Oyster Point Pharma and Famy Life Sciences, creating the Viatris Eye Care division and an even stronger foundation for the company as we enter into Phase 2 of our strategic plan.

On behalf of the entire Board, I want to express our extreme gratitude for Viatris' passionate, intelligent workforce, all of whom continue to achieve new heights through their tireless efforts to deliver on our mission of access.

I've never been more excited or more confident about the future of Viatris, its employees and all of its stakeholders than I am today.

— Robert J. Coury
Executive Chairman, Viatris

Advancing Sustainability at Viatris

To make progress on our mission and successfully deliver on our strategy and business model to build access to medicine and create long-term value, we continually work to advance sustainable operations and responsible practices. At Viatris, we are committed to addressing key environmental, social and governance matters by leveraging the collective expertise within Viatris and in our partnerships, recognizing that our actions affect the stakeholders and communities we serve.

We are a signatory to the UN Global Compact and committed to its 10 principles on human rights, labour, the environment and anti-corruption. In 2022, this work was as important as ever, as the world was trying to build back economies and healthcare systems amid the COVID pandemic, facing growing health disparities and inflation, as well as the growing impact on and from climate change, including immediate human health impact. The war in Ukraine created urgent needs and for Viatris, ensuring the safety and wellbeing of our colleagues and their families was our immediate priority as well as providing essential medicines to those in need. Thanks to our interconnected global supply chain, we were able to mitigate disruptions and maintain supply of critical medicines as well as participate in and donate to emergency response and relief efforts.

We continue our work to be a trusted partner of key stakeholders to help close gaps to equal access to care, build more resilient healthcare systems, uphold a reliable global supply of medicines, curb climate change and protect the environment, on which human health largely depends. Providing a diverse, equal, and inclusive workplace where colleagues feel engaged, empowered and safe, and upholding ethical practices and a holistic approach to enterprise risk management are foundational for our continued success. Further scaling sustainable practices together with our partners across the value chain helps to protect the global and diverse supply chain on which reliable access for patients across the world hinges.

In 2022, we communicated Viatris' initial company-wide sustainability goals in the areas of access and health; diversity, equity and inclusion (DEI); and the environment. The work to progress on our goals and priority areas serves the resilience of our operations and supply of medicine, helps us anticipate key stakeholder expectations and support global progress on the UN Sustainable Development Goals for 2030. While there are no easy fixes to many of the world's challenges, there are significant opportunities for meaningful advancement through diligent and systematic efforts and long-term perspectives. And further, partnerships are essential for scalable and lasting progress. In this report, we are sharing just some of the examples of the hard work being done by colleagues across Viatris and in external collaborations to do our part.

This includes the ongoing work to build access to HIV prevention and treatment, with 65% of children on treatment in 2022 being treated with a Viatris product, and the NCD academy launching new courses available to HCPs across the world – now impacting approximately 48.6 million patients. As part of stimulating DEI and engagement, we conducted our initial employee Voice Survey in 2022, hosted voluntary educational events and will soon introduce required DEI training. We made real progress in pursuit of our environmental goals in climate, water and waste. And we are pleased that the SBTi validated and approved our scope 1, 2 and 3 greenhouse gas emissions reduction targets, while also determining that Viatris' scope 1 and 2 target ambition is in line with the 1.5°C trajectory.

We can't underscore enough how everyone at Viatris is part of the journey to build more sustainable access to medicine. And we thank them all for their continuing passion and impact as we work to empower people worldwide to live healthier at every stage of life.

— Lara Ramsburg
Head of Corporate Affairs, Viatris

"Addressing key sustainability matters truly is foundational for our relevance and our future success as an employer and as a partner, to our operations and ultimately our ability to advance on our mission. And this work truly involves everyone at Viatris in different ways. It is multifunctional, it happens across geographies, and it goes on all year round."

— Lina Andersson
Head of Corporate Social Responsibility, Viatris

CSR Governance

Viatris' Board of Directors oversees management's efforts with respect to corporate environmental and social responsibility matters through its Risk Oversight Committee. The CSR function operates as a center of excellence within the Corporate Affairs leadership team. The Head of Corporate Affairs reports directly to the CEO and communicates quarterly with the Viatris Board through the Risk Oversight Committee together with the Head of Corporate Social Responsibility. The Head of Corporate Social Responsibility drives the strategic and operational development of CSR across the company together with key partners.

A multifunctional CSR Advisory Committee comprised of global leaders with a monthly meeting cadence monitors the external landscape, company progress and supports the integration of corporate environmental and social responsibility activities across the organization. Progress on strategic focus areas and execution of relevant tasks rely on a broad and engaged network of functional leaders across the company. For more information, see here.

Our Sustainability Goals

These priority areas and initial goals support our sustained operations, our contribution to advancing global SDGs for 2030 and help us proactively address evolving expectations from stakeholders. To achieve these objectives, diligent work must happen in both the short and the long term, touching all of us at Viatris.

PROVIDING ACCESS to ARVs

GOAL: Provide antiretroviral (ARV) therapy equivalent to a total of 30 million patients, including more than 2 million children living with HIV/AIDS, between 2022 and the end of 2025.

View actions >

PROMOTING HCP EDUCATION AND OUTREACH

GOAL: Impact 100 million patients via healthcare professional (HCP) education and outreach regarding prevention, diagnosis and treatment options for noncommunicable diseases (NCDs) including cardiovascular disease, diabetes, cancer and other important chronic conditions to improve outcomes through the NCD Academy by the end of 2025.

View actions >

ENGAGING EMPLOYEES ON DEI

GOAL: Engage at least 90% of employees globally on diversity, equity and inclusion (DEI) learning by the end of 2023.

View actions >

INCREASING DIVERSITY IN MANAGEMENT

GOAL: Increase diversity in management:

- Increase women's representation in senior management globally to at least 35% by the end of 2027.
- At least double Black representation in all management levels in the U.S. by the end of 2027.
- At least double Hispanic/Latinx representation in senior management in the U.S. by the end of 2027.

View actions >

PERFORMING WATER RISK ASSESSMENTS

GOAL: Perform water risk assessments for all locations in high or extremely high water stress areas as identified by the World Resource Institute and identify appropriate water conservation initiatives by 2025.

View actions >

INCREASING ZERO LANDFILL LOCATIONS

GOAL: Achieve a 50% increase in the number of zero landfill locations by 2030.[1]

View actions >

REDUCING GHG EMISSIONS

GOAL: Viatris commits to reduce absolute scope 1 and 2 GHG emissions 42% by 2030 from a 2020 base year*. Viatris also commits to reduce absolute scope 3 GHG emissions covering purchased goods and services, capital goods, fuel and energy related activities, and upstream transportation and distribution by 25% within the same timeframe. These near-term targets have been approved by the SBTi.

View actions >

Sources

[1]2020 as baseline.
*The target boundary includes land-related emissions and removals from bioenergy feedstock.

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.

Sustainable, Diverse and Differentiated Portfolio

Brands
Portfolio of globally recognized iconic brands

Generics and Complex Generics
Broad range of medicines, spanning both non-communicable and infectious diseases

Novel Products and Adaptive Development
Including drug-device combinations, complex injectables and more

>1,400 Approved Molecules

Products across >10 therapeutic areas, including:

- Cardiovascular
- CNS & Anesthesia
- Dermatology
- Diabetes & Metabolism
- Gastroenterology
- Immunology
- Infectious Disease
- Oncology
- Eye Care
- Respiratory & Allergy
- Women's Healthcare

"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

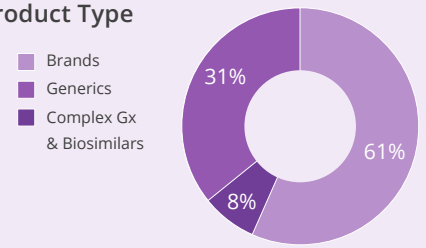
JANZ, which consists of Japan, Australia and New Zealand

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

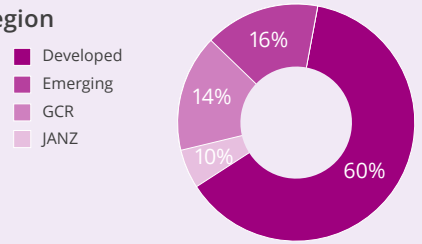
Emerging Markets, which includes our presence in more than 125 countries across Asia, Africa, Eastern Europe, Latin America and the Middle East and our ARV franchise

Net Sales:

By Product Type



By Region



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

[1]As 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 markets[1] – 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

[1]Certain 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.

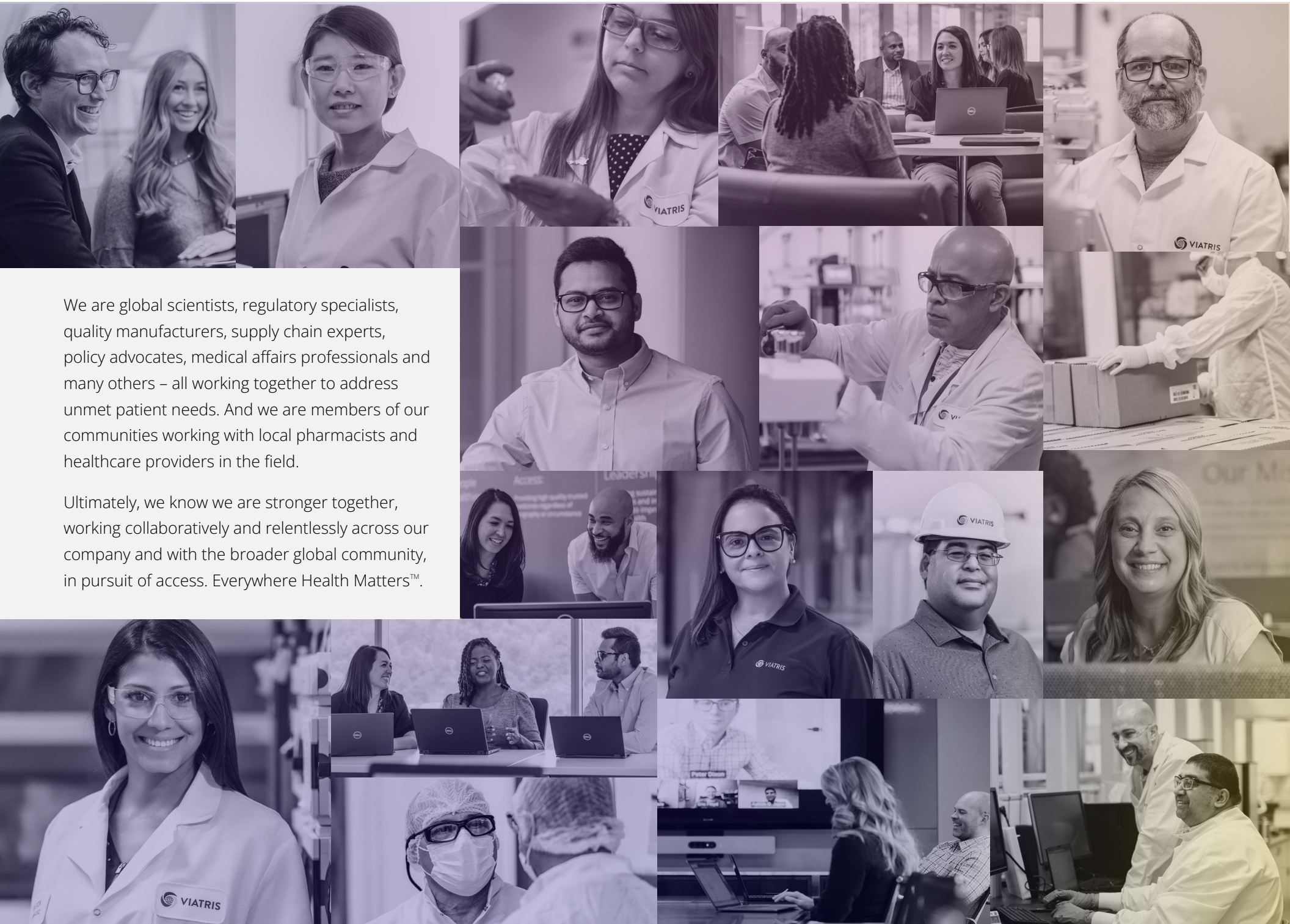
Market Outreach and Policy Engagement

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

[1]Not 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.



We are global scientists, regulatory specialists, quality manufacturers, supply chain experts, policy advocates, medical affairs professionals and many others – all working together to address unmet patient needs. And we are members of our communities working with local pharmacists and healthcare providers in the field.

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

Access and Global Health

THIS CHAPTER INCLUDES:

UN SDGs:

Good Health and Well-Being (3)

Gender Equality (5)

Partnerships for the Goals (17)

For Duane and other patients and their families, access is about getting the right healthcare at the right time.

At Viatris, we believe that access is incredibly personal. It is fundamental to our mission and a universal need and right, especially important in challenging times.

Given Viatris' unique portfolio and footprint, we touch all of life's moments, from birth to end of life, acute conditions and chronic diseases. We see across multiple therapeutic areas to people at the center of their own unique health journey. 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 provide medicines on the WHO Essential Medicines List (EML) and the WHO Prequalification List (PreQ), which are important components of scaling access. Essential medicines are those that satisfy the priority health care needs of a population. They can save lives, reduce suffering and improve health. They are selected considering disease prevalence and public health relevance, evidence of efficacy and safety and comparative cost-effectiveness. They are intended to be available in functioning health systems at all times, in appropriate dosage forms, of assured quality and at prices individuals and health systems can afford. The PreQ list allows for U.N. and other multilateral donor procurement, as well as accelerated registration processes in low- and lower-middle income countries.

We go beyond developing, making and distributing high-quality medicines. With the needs of people at the heart of what we do, we work to help find solutions that support resilient health systems. 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.

We pursue holistic approaches to prevention, diagnosis, treatment and disease management. We work to build public health awareness, to support and implement research, to deliver access to health education, and to advocate for public policies that advance sustainable access.

As a global healthcare company committed to truly supporting equity in access to treatment, we advocate for policies advancing efficiency of regulatory systems, creating pro-competitive policy environments and supporting long-term market viability and global supply networks. Unless continuous support for access is prioritized across all policies, limitations on access will persist.

Through global and local engagement, we seek to bring regulatory harmonization and increased effectiveness across geographies, to speed up approval procedures, product registrations and geographic expansion - all part of making quality treatment available faster and often at more affordable prices to patients across the world.

Our Portfolio and Reach in 2022:

- Served ~1 billion patients globally[1]
- Sold > 80 billion doses of medicine across > 165 countries and territories
- Reached ~ 90% of low- and lower-middle-income countries
- Had >250 products on the WHO EML and 62 products on the WHO PreQ List
- Provided products that treat the top 10 of the WHO's leading causes of death globally
- Locally available medicines addressed at least half of the top ten local causes of death, across all country income bands, in >100 countries

Advancing On Our Initial Access and Health Goals

We help address the challenges in preventing and treating both infectious and noncommunicable diseases (NCDs). In 2022, we set initial company-wide goals to expand access and support more resilient healthcare systems. The first goal involves combatting the global HIV/AIDS epidemic, an area in which we have made a strong impact for many years. The second goal centers on strengthening healthcare professional education and training — a vital element to building more resilient healthcare systems and addressing the burden of NCDs, which account for nearly 75% of global deaths annually.[3]

Our Access Goals:

- Provide ARV therapy equivalent to a total of 30 million patients, including more than 2 million children living with HIV/AIDS, between 2022 and the end of 2025.

  Our Progress: In 2022, we made progress toward our goal by providing treatments for approximately 8 million patients, including almost 600,000 children living with HIV/AIDS.

- Impact 100 million patients via HCP education and outreach regarding prevention, diagnosis and treatment options for cardiovascular disease, diabetes, cancer and other important chronic conditions to improve outcomes through the NCD Academy by the end of 2025.

  Our Progress: More than 19,000 individuals have an NCD Academy account, representing approximately 48.6 million patients impacted.[2]

Sources

[1]The number of patients served is an estimate calculated using internal sales data (global volume of doses sold in 2022 in all markets as aligned with IQVIA standard units), divided by estimated per patient usage, which is based on treatment dose, treatment duration, and treatment adherence as estimated by Viatris Medical Affairs based on approved label indication and instructions for use, current international guideline recommendations, and common usage in clinical practice. Patients using multiple Viatris medicines may be counted as multiple patients. Certain adjustments were applied in consideration of announced divestitures and to account for acceptable alternatives to the patient usage factors noted above, and rounded to the nearest hundred million. Estimates may be subject to reassessment.

[2]Patient reach calculated by multiplying the number of HCP learners by the average number of patients treated, as self-reported by HCP learners upon registering for NCD Academy. Patient reach includes unique patients as well as repeat patient encounters. As of January 2023.

[3]WHO HIV and AIDS Fact Sheet

Advancing Progress for HIV Prevention, Diagnosis and Treatment

As a leading global supplier of ARVs used to prevent and treat HIV, we have a strong legacy of supporting people living with HIV. In 2022, we provided access to high-quality and affordable ARVs to more than 100 countries. More than 30% of adults and more than 65% of children being treated for HIV in our Emerging Markets segment in 2022 used a Viatris product.[1]

It is estimated that more than 38 million people are living with HIV globally, and children are especially vulnerable. Two in five children living with HIV worldwide do not know they are infected, and just over half of children with HIV are receiving ARV treatment due to a lack of access to care in lower- and middle-income countries where the disease is most prevalent, especially in sub-Saharan Africa. Global progress toward eradicating HIV/AIDS has been threatened in recent years due to the COVID pandemic and the ongoing economic crisis which have caused disruptions to care, fewer resources and an increase in virus transmission.[2]

Our goal is to provide ARV therapy equivalent to a total of 30 million patients, including more than 2 million children living with HIV/AIDS, between 2022 and the end of 2025. In 2022, we made progress toward our goal by providing treatments for approximately 8 million patients, including almost 600,000 children.

Our work includes helping to prevent HIV infections, increasing diagnosis and treatment and providing healthcare solutions. We also are working on local manufacturing initiatives with partners to transfer technology to expand access where it is most needed.

In 2022, we continued our partnership with ViiV Healthcare and the Clinton Health Access Initiative (CHAI) to develop a dispersible tablet formulation of abacavir/lamivudine/dolutegravir fixed-dose combination, which will reduce the pill burden in pediatric populations. We also advanced work on a dual oral pill for HIV and pregnancy prevention in partnership with the Bill & Melinda Gates Foundation and the Children's Investment Fund Foundation.

While most people living with HIV reside in low- and middle-income countries, reliable access to affordable treatment for HIV is also a critical need in high-income countries. We are focused on meeting the needs of people living with HIV, wherever they are. In 2022, we applied in Italy for authorization and reimbursement for PrEP, a medicine taken by those at risk for HIV to prevent infection, making it available in the country for the first time. Additionally, we were awarded multi-year tenders in New Zealand for several HIV ARVs, including PrEP, which significantly increased Viatris' contribution to expanding access to these treatments.

As part of our strategy to expand access to ARV treatments, we are working with international organizations for pooled procurement, engaging in licensing agreements with originator pharmaceutical companies and the Medicines Patent Pool and participating in government tenders. We have been able to supply treatments at more affordable prices, including gradually reducing the pricing of the fixed-dose combination medication tenofovir disoproxil fumarate, lamivudine and dolutegravir (TLD) with an average selling price approximately 17% lower in 2022, compared to the previous year. We provide a single price for all applicable countries supplied via leading global procurement mechanisms, The Global Fund to Fight AIDS, TB and Malaria, and the U.S. PEPFAR Program.

> Viatris has seven licensing agreements with the Medicines Patent Pool (MPP) for HIV - including PrEP - hepatitis C and COVID-19. For ARV and infectious disease products, Viatris also has license agreements with Gilead, MSD, TB Alliance and Otsuka.

In 2022, in South Africa, the country home to the most people living with HIV, we launched multiple ARV products to continue expanding access to treatment designed to improve patient outcomes. These launches increase patient access to affordable, high-quality generics including Kavideza, which offers a simplified tablet regimen of abacavir, lamivudine, and dolutegravir to help reduce complexity of treatment for patients.

Responding to HIV Challenges Amplified by the COVID Pandemic

The COVID pandemic continues to affect HIV care. Because of COVID-related closures of health facilities, fewer new patients were being identified and put on treatment. Viatris makes available HIV Self Tests to increase access to testing and identify more patients who can be put on treatment.

Redeployment of staff to provide COVID relief created restrictions in access to healthcare, so Viatris quickly worked to provide multi-month ARV packs so patients have ongoing access to treatment.

We have more than 700 registrations of infectious disease products, including ARVs, across low- and middle-income countries. We consistently file our ARV treatments with the U.S. FDA and the WHO Prequalification pathways to enable procurement by the PEPFAR, the Global Fund to Fight AIDS, TB and Malaria, as well as other international agencies. Still many countries require local registration in addition to these global approvals. To meet this need, we have steadily been filing for local market authorizations of our ARV products based on country guidelines across all key high-burden HIV countries.

Sources

[1]Excludes the U.S., EU and other developed markets. Also excludes Russia, China and Mexico, where we do not commercialize ARVs.
[2]UNAIDS Fact Sheet

Partnering to End Tuberculosis

Tuberculosis (TB) is the second deadliest infectious disease, causing 1.5 million deaths globally every year. More than 80%[1] of cases and deaths due to TB occur in lower- and middle-income countries. People who are immunocompromised are especially at risk of contracting the bacteria that causes TB, and people living with HIV are 16 times more likely to develop active TB.[1] Multidrug-resistant TB (MDR-TB) remains a public health crisis and a health security threat, with only about one in three people with drug-resistant TB able to access treatment.

We are uniquely engaged in partnerships to address TB, including through our efforts to bring new treatments addressing drug-resistant TB more equitably to patients around the world. Viatris has launched pretomanid, specifically approved for adults with MDR-TB. It's only the third new anti-TB drug approved in the past half-century.

In 2022, we partnered with MedAccess and TB Alliance to reduce the price of pretomanid, by 34%.[2] Pretomanid is part of two new treatment regimens with high efficacy and shorter treatment durations recently recommended by the WHO as the preferred regimens for most people with drug-resistant TB. Viatris has been working with health authorities and HCPs to scale access to the product. In 2022, we supplied 3,000 treatments of pretomanid, completed 21 registrations, and are awaiting approval in 13 additional countries.

Eight countries, including India, together account for more than two thirds of the global total of TB cases. In India, where approximately 45,000 people are being treated for MDR-TB, we supplied access to delamanid, a drug used to treat MDR-TB, to approximately 10,000 patients in 2022 in support of the government's mission to Make India TB Free by 2025. We also began planning a new community-based project to help control TB in the rural and tribal areas of the Gadchiroli district in Maharashtra, which lacks reliable health services, and sponsored the India Fights TB portal, which will provide support for TB patients, their families and caregivers in four states with high TB burden. We have also partnered with India's planning commission, NITI Aayog, under the guidance of Central TB Board, to increase awareness, enhance screening and provide access to quality healthcare in the model district of Bahraich in Uttar Pradesh. Further, Viatris has facilitated screening of more than 1 million people and helped 700 patients access the public health TB program.

While global TB burden is concentrated in certain countries, TB occurs in every part of the world. We operate a named-patient access program in Europe, enabling pretomanid to reach patients in 12 European countries in 2022. In addition, we helped secure public reimbursement for the treatment in Belgium, Italy and Poland.

In 2022, we also received reimbursement approval for pretomanid in South Korea from the Health Technology Assessment (HTA) authority, Health Insurance Review Agency (HIRA), marking the first new Viatris drug to get approved and reimbursed in the country. Starting in 2023, extensively drug-resistant TB (XDR-TB) patients in South Korea can be treated with pretomanid for no charge. We signed on with the Korea National TB Association (KNTA) to become a member of the STOP-TB Partnership KOREA program, which aims to eradicate TB in the country.

Stemming the Tide of Hepatitis B and C

We also work to stem the tide of hepatitis. About 354 million people worldwide are living with hepatitis types B and C and treatments and prevention often remain out of reach in low- and lower-middle-income countries.[3] In 2022, we received approval in the Philippines for tenofovir alafenamide, indicated for hepatitis B, which affects about 17%, or 7 million Filipinos.[3] To increase disease awareness, we plan to offer patient screenings to colleagues, are partnering with the Hepatitis Society of the Philippines' Viral Hep Workshop among physicians and are actively working with the government to help ensure access when the product launches in 2023.

Thailand has a high incidence of hepatitis B and C, which increases the risk of liver cancer, one of the country's leading causes of death. Many people don't know that they have hepatitis, so our team partners with the Liver Foundation of Thailand, the Thailand Department of Disease Control, and the Thailand Hepatitis Alliance on the Hepatitis Screening Camp, who help identify those infected and enable access to treatments. In the past five years, the project has identified and provided treatment courses for more than 30,000 people living with hepatitis in Thailand.

Sources

[1] WHO Tuberculosis Fact Sheet
[2] MedAccess press release
[3] WHO Hepatitis Facts

Reducing the Burden of NCDs

Noncommunicable diseases (NCDs) cause approximately 41 million deaths each year globally and encompass a range of conditions including hypertension, diabetes, cancer, mental health conditions and cardiovascular disease. Viatris' broad portfolio helps address these areas and, via our commercial footprint and partnerships, we seek to leverage our portfolio to bring access to medicines and supporting services to patients and healthcare systems across the world.

In 2022, examples of the work by Viatris colleagues in countries around the world to introduce treatments for expanded access included the following:

In **Poland**, we introduced an educational application on dyslipidemia, the Riskmeter. The tool is built to educate, train and improve the competency of HCPs on proper cardiovascular risk assessment. The application is dedicated to HCPs and calculates cardiovascular risk based on indicated sample parameters and considers therapeutical goals indicated in the guidelines.

We registered Dymista nasal spray, the first fixed-dose combination of azelastine hydrochloride + fluticasone propionate, in the **Philippines**. There is a high 20% prevalence rate of allergic rhinitis (AR) among Filipinos and despite the availability of antihistamines and nasal corticosteroid sprays, there is still a gap in the treatment options for patients. Biosimilar bevacizumab[1] was also registered and launched in the Philippines to address the unmet needs of colon cancer patients for more affordable treatment options. Colon cancer is the third most common cancer type in the country.

In the **U.S.**, we launched several important generic medicines, including generic lenalidomide, a medicine used for the treatment of certain cancers affecting blood cells, and cyclosporine ophthalmic emulsion as a first generic version of Restasis®, indicated for dry eye disease. We also received final approval of Breyna (budesonide/formoterol), the first U.S. FDA-approved generic version of Symbicort, a milestone both for our company and the many patients living with asthma and chronic obstructive pulmonary disease (COPD).

In **Romania**, we responded to the Ministry of Health's call to increase access to lifesaving molecules by launching UGUROL (tranexamic acid), for prevention and treatment of hemorrhages caused by systemic or local fibrinolysis.

Yupelri (revefenacin), a once-daily nebulized treatment, was launched in the **United Arab Emirates** to support COPD patients.

In **Norway**, Dymista was approved as an over-the-counter product to enable greater access to a self-care option for patients managing their allergic rhinitis.

In **China**, Viatris launched a digital solution, YUEYA, to help hypertension patients control their blood pressure and also support HCPs with managing patient care. The solution includes blood pressure monitoring and detection, medication reminders, patient education and lifestyle instructions.

"To address the global burden of NCDs, we work with stakeholders to create beyond-the-pill solutions that are patient-centric and include awareness, prevention, early detection and treatment. This comprehensive approach is critical to saving lives and alleviating needless suffering."

— Abhijit Barve
Chief Medical Officer, Viatris

In **Greece**, we launched generic fingolimod for the treatment of relapsing forms of multiple sclerosis (MS) in adults.

Biosimilar adalimumab[1] was launched in **Israel** to support patients with rheumatoid arthritis and psoriasis.

In **New Zealand**, a supply tender arrangement of Viatris with PHARMAC resulted in the availability of two cardiovascular disease treatments: ramipril was listed in New Zealand for the first time and is available as a fully funded product; and rosuvastatin was fully funded for eligible patients for the first time.

Sources

[1]Part of the transaction of assets to Biocon

Responding to Continued COVID-19 Pandemic Needs

Our work to respond to emergent needs from the COVID-19 pandemic offers important examples of our commitment to partnership in pursuit of equitable access.

In India, where Viatris has a substantial manufacturing and employee footprint, we created a 360-degree partnership ecosystem with central government, state governments, public and private hospitals, academic and research institutions, NGOs and other pharmaceutical companies to ensure uninterrupted access to high-quality COVID-19 treatments. We worked closely with the government of India, particularly the Ministry of Health & Family Welfare and Department of Pharmaceuticals, and extended our full support to the government COVID-19 response, including by maintaining adequate stocks of needed medicines while also pursuing export licenses to enable access to our medicines made in India for patients across the world.

In Thailand, the Philippines, Vietnam, Indonesia, Myanmar, Cambodia, Laos, Sri Lanka, Nepal and Mongolia, a special cross-functional task force called the CARE Team - COVID-19 Alleviation Response - was formed to actively aid in expanding access to needed medicines.

During the peak of the pandemic in these countries, there were about 300,000 COVID-19 cases on any day. Viatris stepped in at this critical moment and provided widespread and cost efficient access to remdesivir and molnupiravir by working with governments and other relevant stakeholders, enabling export of these medicines from India to meet patient needs. We supplied a total of 2.5 million vials of Desrem™ (remdesivir) and 40 million capsules of Molnatris™ (molnupiravir) across these countries. In total, the treatments reached about 1.5 million patients in this region.

Because we know that access is about more than supplying medicines, we also provided information to hospitals and healthcare providers via webinars and partnerships with medical societies and local governments. Also, we maintained a 24-7 toll-free helpline number for patients in India to advise on the availability of medicines.

Addressing the Effects of the COVID-19 Pandemic

Although COVID-19 infections are growing less deadly as populations develop greater immunity, the impacts of the pandemic are still being felt. The pandemic revealed stark inequities in care in and between countries, strained healthcare systems, left chronic conditions undiagnosed or poorly treated and underscored the huge importance of strong supply chains prepared for future global health emergencies. Viatris continues to seek to understand the challenges faced by people and systems and to co-create solutions that advance us collectively toward the shared objective of equitable, sustainable access.

A prominent element of the conversation centers on how to ensure availability of essential medicines. Thanks to our large and diverse supply network, we have been able to address some of the causes and apply solutions for supply disruption. The global network that Viatris sources from, both internally and externally, is a true asset in ensuring agile and responsive supply targeted to emerging needs. Moving medicines across borders quickly and safely is critical to ensure access where it is most needed, especially in pandemic settings when countries may be at different phases of infection waves and face rapidly evolving needs.

Building Pandemic Preparedness

We are working with stakeholders across the globe to prepare for future pandemics. The work includes understanding how healthcare providers and systems can better help patients and respond to the needs of communities.

Building resilient health systems that can meet patient needs on an ongoing basis and respond rapidly and equitably to surges of infectious disease is critical. Our diverse efforts to advance this preparation include the following:

- Viatris represents the private sector on the Board of the Global Fund to fight AIDS, TB and Malaria, a unique public-private partnership and one of the largest international financing mechanisms for healthcare delivery. The Global Fund comprises 30% of the international financing for HIV programs, 75% for TB programs and 60% for malaria programs.[1] In response to COVID-19, the Global Fund also became a primary funder of programs for COVID-19 and pandemic preparedness in low-income countries. The unique partnership model of the Global Fund brings together the public and private sectors with impacted communities to develop people-centered access solutions.
- Viatris has worked to understand not only the physical health effects of the pandemic, but also the mental effects. For example, in Brazil we sponsored a study of more than 2,000 workers of the impact of COVID-19 on mental health and wellbeing. The research was conducted by the Getúlio Vargas Foundation and the University of São Paulo. The findings are being used to help shape mental health and oncology policies as well as raise awareness of the important role of patient involvement.
- Building on our work born from the pandemic that identified gaps and potential solutions for integrating care of HIV and NCDs, we leveraged our partnership with the NCD Alliance in 2022 to advocate and raise awareness of the issues at events including the UN Global Assembly (UNGA) 2022 and the International AIDS Society annual conference. We helped develop an advocacy toolkit targeted at national and regional NCD alliances to unlock local funding for NCDs and its comorbidities.
- We collaborated in Japan with Minacare and a specialist in health, health policy and internal medicine on the first study investigating the changes in physician visits and medication prescriptions for NCDs before and during the COVID-19 pandemic. The findings will inform decision makers about the management of NCDs in future pandemics.

Sources

[1]The Global Fund

Addressing Systematic Barriers to Access in Emerging Markets

About 86% of deaths from NCDs occur in low- and middle-income countries.[1] Healthcare costs associated with NCDs are high, which is especially burdensome for low-income countries. Viatris endeavored to understand systematic issues and healthcare needs across emerging markets and launched the Mapping Actionable Beyond the Pill Solutions (MAPS) exercise in 2022. It focused on hypertension, dyslipidemia, chronic pain and depression. Critical gaps in patient awareness, screening opportunities, early diagnosis, appropriate treatment and long-term medication adherence have been documented with this initiative. Addressing these identified gaps, medical affairs teams across the Emerging Markets region initiated programs, both alone and in partnership with local and regional societies, including education materials and campaigns to support patient awareness and adherence; AI enabled early screening programs; Diagnostic tools, e.g. cardiovascular risk calculator; and experts' publications on clinical practice recommendations to improve diagnosis and treatment particularly of hypertension and dyslipidemia.

Supporting the healthcare system through capability building of frontline primary care physicians is a priority at Viatris, as these providers are typically the first, and sometimes the only, point of contact of patients within the healthcare system. Through MAPS, we are striving to address systematic barriers for healthcare in emerging markets and improve patient outcomes.

Building Access and Better Health Through Education and Awareness

One of the biggest challenges facing patient care is a lack of access to HCPs, which in turn leads to delays in diagnosis and difficulties retaining patients in care. The WHO estimates a shortfall of as many as 10 million health workers by 2030, mostly in low- and lower-middle-income countries.[2]

In 2022, Viatris continued our partnership with the American College of Cardiology, the World Heart Federation and the NCD Alliance on the NCD Academy, a web-based, globally accessible and free educational platform for healthcare professionals at every level to improve the prevention and treatment of NCDs. We have a goal to impact 100 million patients via HCP education and outreach regarding prevention, diagnosis and treatment options for cardiovascular disease, diabetes, cancer and other important chronic conditions to improve outcomes through the NCD Academy by the end of 2025.

More than 19,000 individuals have an NCD Academy account, an increase of nearly 6,000 users in 2022.[3] It is estimated that these new users will positively impact approximately 15.1 million patients annually.[4]

~48.6 million patients
impacted since the start of the NCD Academy[4]

(includes unique patients as well as repeat patient encounters)

Courses offered through the NCD Academy

NCD Academy

- NCDs: A Call to Action for Healthcare Professionals
- Preventing Heart Attacks and Strokes: Your Fast Track to Success
- Cancer Care: Insights for Primary Care Physicians
- Mental Health Care: Increasing Awareness, Erasing Stigma
- Diabetes Care: Diabetes Management in Primary Care
- NCD Advocacy: Catalyzing Change Against Noncommunicable Diseases

"The NCD Academy provides healthcare professionals around the world access to medical education from global thought leaders, enabling them to better meet the needs of their patients."

— Lobna Salem
Head of Medical Affairs, Developed Markets, Viatris

Sources

[1] WHO NCD Fact Sheet
[2] WHO Health Workforce
[3] As of Jan. 2023
[4] Patient reach calculated by multiplying the number of HCP learners by the average number of patients treated, as self-reported by HCP learners upon registering for NCD Academy. Patient reach includes unique patients as well as repeat patient encounters.

While the courses provided by the NCD Academy are available to any healthcare worker, anywhere in the world, it's still important to engage actively in each country to build national awareness and drive participation. In 2022, the NCD Academy was expanded in Belgium, Greece, Italy, Portugal, Hungary, Poland, Egypt, South Korea, Saudi Arabia, Türkiye and South Africa.

Through a new NCD Academy course launched in 2022, we hope to educate and inspire healthcare professionals to learn about the role their advocacy can play in supporting NCD prevention and care, share how they can set their own goals and leverage existing resources, provide guidelines on developing advocacy messaging and present opportunities to engage further with existing initiatives. Action is needed from all healthcare stakeholders to advocate for the changes needed to increase access to healthcare around the world.

The NCD Academy's cardiovascular disease course is now available in 10 languages and most other courses are available in English, Spanish and Chinese. In 2023, we expect courses to be translated in more than 10 additional languages including Korean, Vietnamese, Russian, Hungarian, Polish and Bulgarian.

A new NCD Academy course on the integration of NCD care and communicable diseases will be launched in 2023 to further develop the understanding of the primary healthcare workforce on this complex and increasingly relevant topic for patient care. In 2023, we are launching courses in respiratory disease and the social determinants of health.

We also work closely with other partners around the globe on research, education and disease awareness. These efforts are broad and diverse, reflecting various healthcare needs identified by our teams around the world. These include everything from providing education to pharmacists and other healthcare professionals to promote medication adherence, collaborating with hospitals on screening and awareness programs, to bringing together therapeutic area experts to share knowledge.

Examples of our work in 2022 include the following:

We support extensive healthcare professional engagement and education beyond the NCD Academy. Across our Emerging Markets segment in 2022, Viatris reached more than 110,000 HCPs, impacting approximately 300 million patients through our support of medical education programs in diversified portfolios, partnerships with multi-disciplinary stakeholders, and other customer-facing activities, regional forums and digital platforms.

Providing HCP Education

- Partnered with the European Specialist Nurses Organization (ESNO) to work to prevent nurse shortages by supporting a survey of the current nursing pool in Europe; the formalization of the role of the specialist nurse and their professional capabilities; and the release of a biosimilars guide for nurses to enhance their skills, which will include resources in Dutch, Italian, French, Polish and Portuguese.
- Developed an online training program on preventing suicidal behavior with the Spanish Association of Primary Care Physicians (SEMERGEN).
- Partnered with major pharmacy chains in Sweden to develop HCP resources on allergic rhinitis, which is not well understood because of a lack of national guidelines to support disease management.

Integrating NCD Care in Patients Living with HIV

Due to the positive impact of ARV drugs, the care of patients living with HIV has dramatically advanced in the past two decades. The rising life expectancy of people living with HIV means that they are as vulnerable to NCDs just as the rest of the aging population. Building on these successes of HIV prevention and treatment, stakeholders in healthcare need to break down the silos between the treatment of NCDs and infectious diseases and take a more patient-centered, holistic approach to care of this so-called syndemic.

To advance progress in this area, we supported in 2022 the release of the paper "Long, full, healthy lives: Delivering on the commitment to integrated NCD care for people living with HIV by 2025" to identify gaps and potential solutions for integrated care of HIV and NCDs. Content included insights from the UNGA side event as well as contributions from leading stakeholders in the NCD and HIV/AIDS space including experts from the WHO, UNAIDS, STOPAIDS, NCD Alliance and Viatris. The report highlights the importance of partnerships in pursuing models of integrated screening, prevention and care for people living with HIV with or at risk of NCDs, and of capitalizing on the platform and treatment cascade already established for HIV.

To advocate and raise awareness of the importance of integration of HIV and NCDs, the NCD Alliance in partnership with Viatris organized multistakeholder events in 2022, including at UNGA and the International AIDS Society (IAS) annual conference, to discuss the issue. We've also helped develop an advocacy toolkit targeted at national/regional NCD alliances and, in 2023, will launch a new NCD Academy course on the integration of NCD care and communicable diseases.

Promoting Access Equity

- Participated in 2022 in the CV Talk Summit attended by more than 10,000 HCPs as part of our ongoing strategic partnership agreement with the Chinese Cardiovascular Association to help improve cardiovascular health in China. Sean Ni, President of Viatris China, delivered the plenary speech at the summit.
- Sponsored American College of Chest Physicians' (CHEST) research on "Improving Health Care in Marginal Communities by building Trust Through Listening."
- Convened leaders in health equity across multiple sectors to a one-day event to review challenges and opportunities to advance the ACC Foundation's health equity mission and work together to eliminate barriers in achieving optimal cardiovascular outcomes.

Focusing on Patients

- Developed the first evidence-based exercise treatment application – Yuezhi – for dyslipidemia patients in China. Through personalized programs based on patients' health conditions, the program promotes physical exercise as an additional prevention or treatment measure. Patients who completed more than four weeks of the program reported improvements in their their follow-up cholesterol tests.
- Increased education and partnerships around multiple sclerosis, including a project titled Promoting Health Equity in Multiple Sclerosis through Personalized Care. In Ireland, we worked with MS Ireland to provide patients with up-to-date information to help them manage their disease.
- Worked with community pharmacies in the U.K. to provide education and toolkits in key therapy areas and consultation skills, ensuring patients continue to receive the best care possible. We also hosted a masterclass for HCPs in managing common conditions such as menopause, allergic rhinitis and recurrent urinary tract infections. The goal was to increase the quality of care for patients focusing on early diagnosis and treatment and prevent unnecessary referrals and repeat visits, supporting the government's Get It Right First Time program.
- Partnered with the South Okanagan Similkameen Medical Foundation to support access to reliable rheumatoid arthritis information for patients in a remote area of Okanagan Valley in Canada.
- Partnered with European Federation of Allergy and Airways diseases, an alliance of 39 patient organizations across Europe, to improve patient outcomes by advocating expansion of access to epinephrine auto-injectors for emergency use.
- Participated in the Active Citizenship Network to organize the European Patients' Rights Day and raise awareness about the unmet needs of patients during and after the COVID pandemic.

Raising Awareness

- Launched initiatives with the national health ministries in South Korea, Malaysia and the United Arab Emirates to support disease awareness, screening and patient management for several of the most prevalent NCDs.
- Together with the International Society on Thrombosis and Haemostasis (ISTH), supported several initiatives in Europe to create awareness around the prevention of venous thromboembolism in medically ill patients, including communication and education events during World Thrombosis Day and a medical education curriculum.

Addressing Cancer Screening Inequities

Unequal access to healthcare can lead to low rates of cancer screening, especially among low-income and ethnic minority groups. In January 2023, we partnered with several groups to publish a manuscript in the International Journal for Equity in Health to raise the importance of including patients, advocacy groups and empowerment organizations in implementing interventions for more equitable cancer screening. The article presents viewpoints from representatives of nine patient and survivor advocacy groups, organizations working for citizen/patient empowerment and health equity experts in the U.S. and Europe. These views include:

- The importance of not viewing screening as a single event.
- Recognizing that there are usually several and varying barriers to a person's ability to access and willingness to undergo screening.
- Individually tailored interventions are likely to be more effective than a one-size-fits-all approach as they may better suit personal beliefs, knowledge, behaviors and preferences.
- Recognizing that targeting people who are outside of the medical care system and hard to reach are a major challenge that must be considered.
- Including professional patient advocacy groups and others in the creation of interventions at all stages of design, implementation, and evaluation is essential.

- Launched the Screen.Detect.Act Campaign, in partnership with the Malaysian Medical Association, to create awareness among Malaysians who are 40 and older about screening and detection for NCDs and encourage managing and modifying their lifestyles. The campaign aims to screen 1,000 patients located in the Klang Valley and North Sembilan.

Putting Patients First: Our Role as Advocates

With people at the heart of our mission, Viatris is committed to capturing the diverse voices of patients and caregivers and joining together for advocacy. Understanding patient needs helps us better identify solutions that go beyond making medicines. We work together with many patient advocacy organizations to support patients and address health disparities through education, research, sponsorships, awareness events and policy efforts. In 2022, this included:

- Establishing the Patient Academy in collaboration with the International Alliance of Patients' Organization (IAPO) to focus on providing easily digestible and understandable health education information to patients and caregivers around the world. The modules available include atopic dermatitis, a common skin condition that impacts millions of people worldwide, and mental health.
- Promoting early detection of liver disease in Slovakia, which is among the countries in the world with the highest prevalence of liver cirrhosis, by supporting Project Sirius.[1]
- Supporting EndoCares,® a global outreach initiative for patients and providers to address health disparities in endocrine-related conditions. The program seeks to improve access to care by offering medical services, wellness coaching and education to those affected by endocrine-related conditions in underserved communities. In 2022, EndoCares® focused on diabetes, obesity and hypertension, three diseases that disproportionately affect minority groups and the economically-disadvantaged. To reach patients in underserved communities, the Society partnered in the U.S. with over 500 healthcare providers and volunteers and over 65 local organizations to offer medical screenings, vaccinations and education. To complement this outreach, Viatris supported a digital engagement component of the initiative that offers multilingual education resources for patient and caregivers on endocrine-related conditions.
- Supporting the Asthma and Allergy Foundation of America's (AAFA) Health Equity Advancement and Leadership (HEAL) program launched in May 2022 to address the findings in AAFA's Asthma Disparities in America report. The program seeks to address health disparities and reduce the burden for communities where asthma is most prevalent.
- Supporting ZERO-The End of Prostate Cancer in hosting their first ever virtual and in-person hybrid ZERO Prostate Cancer Summit in the U.S. as they address disparities in prostate cancer diagnosis and treatment. Approximately 1,800 attendees participated in sessions about the prostate cancer treatment landscape, how to effectively champion advocacy issues, overcoming side effects, survivorship and improving health outcomes for high-risk communities. Additionally, patient advocates held over 170 meetings on Capitol Hill where they met with their members of Congress to advance prostate cancer research funding.
- Addressing public healthcare disparities as a founding sponsor of CHEST's DEI initiative, The First Five Minutes,™ which focuses on increasing patient access to healthcare services by empowering patients to actively manage their medical conditions. The program includes an interactive educational tool with modules for clinicians to learn how to build trust with their patients and place their patient's identity first.
- Working to increase comprehensive, inclusive and integrated women's health care across the U.S. military branches as a founding supporter of HealthyWomen's Ready, Healthy and Able program. With the number of active-duty servicewomen expected to increase by 18,000 women per year over the next decade, the program seeks to advance normalization of 'whole person' women's health care including gynecological, mental and sexual health.
- Partnering with the patient advocacy group Partnership with Diabetes Singapore to support implementation of the Xpert Program, which aims to build the capability of healthcare professionals and caregivers in managing diabetes patients in Singapore.

In the U.S., Viatris received the National Corporate Champions Award at the 2022 Cystic Fibrosis Foundation Volunteer Leadership Conference. Our commitment to the cystic fibrosis community spans nearly a decade, and we are honored to have our contributions and leadership recognized as we continue to create access to lifesaving medicines for people living with cystic fibrosis.

Sources

[1]The global, regional, and national burden of cirrhosis by cause in 195 countries and territories, 1990–2017

Driving Access with Generic Medicines

Competition from generic and biosimilar medicines is a fundamental component of health systems' ability to expand and sustain patient access to medicines. Generic medicines generally represent between 60-80% of all medicine sales by volume in key markets globally, but at a significantly lower share of the healthcare spending. Many countries have an even higher proportion of generic medicine use, including the U.S., Australia, India, and Jordan.[1] Governments have a key role to play in establishing a well-functioning legal, regulatory and market system that enables generic and biosimilar competition to flourish for the benefit of patient access. Achieving market predictability allows for the manufacturing scale of generic medicines and biosimilars to maintain cost-effective prices that enable expanded access of therapies globally.

The Importance of Generic Medicines for Access and Healthcare Budgets

Australia

85%
utilization

85% utilization by volume at 30% of the spend.[2]

Canada

~$137B
in savings

The use of generic prescription medicines saved Canadians **Can$137.3 billion** dollars over the last five years (2017-2021). In 2021, generics were dispensed to fill nearly three-quarters of all prescriptions but only cost 20.5% of money spent on prescription medicine.[3]

Europe

65%
utilization

65% of all dispensed medicines in the European Union are generics, representing only 30% of the pharmaceutical expenditure in Europe.[2]

Japan

~$12B
in savings

According to the Japanese health ministry, the country is estimated to have saved **¥1.3 trillion** ($11.8 billion) in the 2017 fiscal year because of the increasing use of generics.[4]

United States

$373B
in savings

Annual savings from generics and biosimilars have exceeded **USD $373 billion** — an increase of about USD $33 billion more than 2020 — and yearly savings have consistently increased by 7-10%.

The U.S. health care system has saved more than USD $2.6 trillion in the last 10 years due to the availability of affordable generics and biosimilars.[5]

Sources

[1] Global Comparator Product for Biosimilar Development and Waiving of Bridging Studies
[2] IGBA: Market Penetration of Generic Medicine
[3] Canada Generics
[4] The positive side effects of Japan's push for generic drugs
[5] 2022 AAM Generic Biosimilar Medicines Savings Report

Supporting Meaningful Policies for Access

Around the world, Viatris colleagues work to address access barriers unique to the health systems they know best. By leveraging our local expertise, we can contribute to building policy solutions for long-lasting impact in communities, while also sharing our knowledge and experiences broadly across our global network to help ensure progress is made consistently, regardless of geography.

Shared barriers to sustainable access need shared solutions, which is why we seek to align our global policy strategy to maximize our impact. In 2022, Viatris' global policy priorities focused on championing policies advancing 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.

Viatris seeks to contribute to the creation of sustainable healthcare systems and financing models that focus on improved health outcomes of people and populations in the short- and long-term. Health is an investment, not a cost.

"We seek to understand the challenges faced by people and systems and to co-create solutions that advance us collectively toward our shared objective of equitable, sustainable access. There are no easy fixes. We are here to do the hard work, to bring forward our expertise as one part of the solution."

— Erika Satterwhite
Head of Global Policy, Viatris

In 2022, we engaged in policy efforts including:

- Leading the effort to pass legislation that will expand access to generic medicines by preventing last-minute label changes from delaying U.S. FDA approval of generics. The Enhanced Access to Affordable Medicines Act, which was signed into law by President Biden, was supported by more than 25 patient organizations and is expected to save Medicare $58 million over 10 years, according to the Congressional Budget Office.
- Advocating in Portugal for regulatory changes to expand the availability of epinephrine auto-injectors in public places, where they are often most critically needed to treat an unexpected allergic reaction. Now in Portugal, these devices can be kept in schools that meet certain criteria. We are working throughout Europe on similar initiatives to ensure this first-line treatment can be available when it is needed the most.
- Working closely with Congress to improve the U.S. FDA inspections program, leading to a provision in the FY 2023 Omnibus Appropriations Legislation that will provide FDA new tools to approve drugs in a timely manner. This will expand patient access to medicines and address delays in FDA approvals.
- Supporting action on the WHO and ECDC guidance to increase flu vaccination rates. In the UK and part of Portugal, Viatris successfully advocated to update the official policies on flu vaccination to promote greater reach, especially for vulnerable populations. In the Czech Republic, progress has been made to support a policy change that would make vaccines available in pharmacies to increase accessibility. In Sweden, the process by which flu vaccinations are procured now allows sourcing from multiple suppliers to ensure greater availability.

Advocating for Consistent Global Regulatory Policies

We continue to advocate for policies that better enable people around the world to feel confident that any medicine they need will be quality assured. A fundamental component of health equity globally is that the quality of the healthcare you receive should not be dependent on your geography, income, ethnicity or any other characteristic. To enable this reality, policies need to support consistent adoption by regulatory authorities of internationally recognized quality standards and adequate investment in enforcement. Greater harmonization in regulatory requirements, sharing of best practices and cooperation between regulatory agencies are all aspects of Viatris' ongoing work to support consistent quality, regardless of geography or circumstance.

- In 2022, Viatris participated in advancing implementation of new WHO guidelines on regulatory review and approval of biosimilar medicines, leading the industry's efforts to support the WHO in global standardization of this critical access need.
- Viatris is actively engaged in supporting the advancement of consistent global regulatory policies through the International Council on Harmonization (ICH), where five Viatris experts participated in working groups in 2022.
- Working alongside industry peers at the international level, Viatris is advancing efforts to enable single global development of generic and biosimilar medicines by standardizing regulatory requirements and reducing duplication, with the aim of expediting access around the world.

- Advocating for certain provisions within the Inflation Reduction Act (IRA) in the U.S., which included among other things a temporary increase in reimbursement for biosimilars in Medicare Part B and a provision to protect biosimilar investment by delaying brand-drug negotiation when biosimilar market entry is imminent. The IRA also excludes most generic drugs from the Medicare Part D inflation penalties, in recognition of the vastly different market dynamics between brand and generic medicines, helping to mitigate generic drug shortages.
- Engaging with stakeholders to inform government policy on sustainable pricing for off-patent medicines in Europe to help prevent shortages.
- Successfully advocating for provisions to support sustainable supply and protect access in the National Medicines Policy. The policy acts as the guiding framework for medicine access, reimbursement and regulation in Australia and is being updated for the first time in 20 years.

Partnering to Shape Policies for Access

Viatris is a committed partner to organizations sharing our mission of increasing equitable access to treatment for people around the world. We held leadership roles in organizations locally, regionally and globally, working together to expand access to medicines safely and sustainably.

amr INDUSTRY ALLIANCE
UNITED AGAINST ANTIMICROBIAL RESISTANCE

IGBA
INTERNATIONAL GENERIC AND BIOSIMILAR MEDICINES ASSOCIATION
Member of the CEO Advisory Committee

medicines for europe
better access. better health.

Helping Curb Antimicrobial Resistance

As one of the world's largest suppliers of antimicrobials, including antibiotics and antiretrovirals, Viatris is uniquely committed to addressing antimicrobial resistance (AMR). As a founding member of the AMR Industry Alliance (AMRIA), Viatris has long believed in the power of cross-sectoral partnership to achieve greater results, together. AMR is a complex problem and in many ways highlights broader issues impacting medicines and healthcare access more broadly.

For example, many medicines are not taken appropriately, and therapeutic adherence is an issue for most people. This is a public health challenge because it represents an inefficient use of healthcare resources and won't result in intended health outcomes for individuals. The added complexity to this common challenge with antimicrobials is that lack of adherence and inappropriate use can result in the development of resistance by infectious pathogens to existing medicines. These resistant strains can quickly spread, multiplying the problem, potentially to pandemic scale.

In 2022, Viatris through the AMRIA contributed to work identifying root causes of and potential solutions for constraints in the off-patent antibiotic supply chain, participated in judging the second annual Stewardship Prize award for local programs demonstrating unique action to advance responsible use of antibiotics and collaborated in the launch of the first environmental manufacturing standard for antibiotics. For information on Viatris' work on responsible antibiotic manufacturing and supplier engagement, click here.

Viatris also participated in thought leadership to advance awareness of the challenge posed to modern healthcare by AMR and how stakeholders including policymakers, healthcare providers and patients can contribute to tackling the problem together. For example, Viatris joined panels with the WHO and other leading experts and collaborated with Healthy Women, a non-profit organization, to expand the reach of AMR awareness.

Our People

THIS CHAPTER INCLUDES:

UN SDGs:

- Good Health and Well-Being (3)
- Gender Equality (5)
- Decent Work and Economic Growth (8)
- Reduced Inequalities (10)

"Even after more than 35 years in the pharmaceutical industry, I still come to work with a lot of passion."

— Elvira Alvarez
Director of Quality Operations,
Vega Baja, Puerto Rico, Viatris

Like Elvira, Viatris colleagues are passionate about our mission to empower people worldwide to live healthier at every stage of life. Together, we are building a performance-driven, highly engaging and inclusive culture where diverse perspectives drive access, innovation and our ability to make an impact in the world. Our colleagues are leading our mission and we continue to build our culture The Viatris Way with a focus on DEI; colleague experience and engagement; learning and development; career progression; talent attraction and our deep commitment to the health, safety and wellbeing of our colleagues, their families and the communities we serve.

In 2022, we continued to strengthen our culture through many initiatives to support and engage colleagues. As a young company, we remain committed to building upon our foundations, harmonizing our processes and programs and initiating many firsts for Viatris. This included conducting our first global employee Voice Survey, defining Our Expectations for how we work together The Viatris Way, growing our initial Employee Resource Groups (ERGs) and supporting our talented colleagues through many new experiences.

"We are incredibly proud of the progress we have made as a company. Our Expectations empower growth individually and advance our mission, collectively. They guide us as we continue our work in support of our mission making us Stronger Together."

— Andrew Enrietti
Chief Human Relations Officer, Viatris

The Viatris Way: **Our Expectations**

We know that we perform at our best when we work together The Viatris Way to serve patients, while upholding the highest standards of quality, ethics, compliance, integrity and sustainability. In 2022, we unveiled the expectations that guide us as we continue our work to achieve our business goals and deliver on our mission. Our Expectations are simple and powerful; they are what make us Stronger Together.

Own It: We hold ourselves accountable, act courageously and embrace challenges.

Stay Agile: Encouraging diverse points of view, we adapt quickly and pursue bold ideas.

Be Real: We are authentic, candid and practical.

Take Pride: We are passionate, united by our mission and our work.

Colleague Engagement

A key part of what we call The Viatris Way is making sure our colleagues are engaged and motivated. We want to foster a culture in which employees feel valued and are enthusiastic about the work they are doing and the impact they are making.

In 2022, we conducted our first-ever global Viatris Voice Survey with an overall participation rate of 89%. The baseline survey marked a milestone in our commitment to engage with colleagues, who rated Viatris highly across all categories surveyed: overall engagement; DEI; health and wellbeing; and transformation and change. The insights from our inaugural Voice Survey are guiding our efforts as we continually strive to create a work environment where people can learn, grow, feel appreciated and make an impact in the world.

Global Voice Survey

Colleagues rated Viatris **8.7 out of 10** for having clear goals and understanding how their work contributes to the goals of their teams.

In our global Voice Survey, colleagues rated Viatris in the **top 25%** of the pharmaceutical sector for both employee satisfaction and meaningful work.

A dedicated Voice Action Committee provides oversight of a global action plan for areas of focus to drive accountability, synchronize planning across the organization, encourage the exchange of best practices and plan for future listening opportunities.

Engagement	Diversity, Equity & Inclusion	Health & Wellbeing	Transformation & Change
Top 25% of pharmaceutical sector	Top 50% of pharmaceutical sector	Top 25% of pharmaceutical sector	Top 25% of employers

We value our colleagues' feedback and know that it can shape our company and provide valuable insights during times of change. With colleagues across the organization identifying various strengths and opportunities for improvement, the important work ahead will be for leaders to take that valuable feedback into consideration as we continue to evolve.

Supporting Colleagues as we Continue to Build for the Future

We set out in 2022 to build a simpler, stronger and more focused Viatris. That work involved our transaction with Biocon and the announcements to divest our OTC business, the API business, select components of the women's health business and certain geographic markets.[1] Supporting employees through these changes as well as maintaining a reliable supply of medicines are our highest priorities.

The transaction with Biocon closed in November 2022, and we continue to work with colleagues and our partners at Biocon toward a smooth transition. We are working to support the sharing of best practices and the transition and integration of people and talent in accordance with local consultation processes where applicable.

We also are in the process of identifying the right partners for our planned divestitures. We remain committed to ensuring all colleagues who may be affected by these transactions are engaged, supported and receive timely communication. We are also working with trade unions and works councils where applicable.

Sources

[1]Certain 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.

Building Foundations to Advance Diversity, Equity and Inclusion

The Chief Human Relations Officer oversees DEI and reports to the CEO. The function provides quarterly updates to the Viatris Board of Directors. While our colleagues represent a multitude of geographies, experiences and cultures, we recognize we are early in our DEI journey. In 2022, we focused on identifying initial actions, building our strategy and setting in place the essential building blocks to advance DEI at Viatris.

As part of our 2022 baseline assessment, we built a roadmap to define our journey, maturity, vision, focus and actions. We also set and communicated our initial companywide DEI goals that will help us drive and measure our progress. As we initiated our first Viatris Voice Survey, DEI was a priority category – setting the stage for continuous listening and seeking to understand the diverse perspectives of colleagues around the world.

Our Companywide DEI Goals

- Engage at least 90% of employees globally on diversity, equity and inclusion learning by the end of 2023.
- Increase diversity in management:
  - Increase women's representation in senior management globally to at least 35% by the end of 2027.
  - At least double Black representation in all management levels in the U.S. by the end of 2027.
  - At least double Hispanic/Latinx representation in senior management in the U.S. by the end of 2027.

In 2022, the Viatris Board of Directors adopted the Board's Policy on Diversity and Inclusion.

Our ERGs are important partners in sharing experiences and are building awareness through programs such as Allyship in the Workplace, which was delivered in partnership with the non-profit organization Out & Equal. Throughout the year, our ERGs hosted educational panel discussions, mentor matching, guest speakers and talent spotlights. We began publishing a quarterly Learning & Development blog with DEI topics such as Creating Inclusion and Addressing Bias to build knowledge.

In addition to our voluntary ERG learning events, we will implement in 2023 the first required course in our DEI learning series to help us achieve our goal of engaging at least 90% of employees globally in DEI learning by the end of 2023. The course, Focusing on Inclusion, will be a part of every employee's learning curriculum.

Achieving this goal is the beginning of a longer term DEI roadmap and strategy. In 2022 and continuing in 2023, we have partnered with experts who are helping us advance DEI learning over the next several years with a focus on next-level complex, intersectional and multi-cultural experiences. In 2023, DEI will also be a vital part of our new Management Coaching Program and Executive Leadership Academy at Harvard Business School.

As part of further building our foundation, we are assessing the experiences of our colleagues and examining our processes, systems, support and programs to further identify actions to progress all our goals. Talent acquisition, talent management, colleague experience and engagement, wellbeing, and compensation and benefits are all key areas in systematically addressing and advancing DEI. In addition, we have invested in partnerships, brought in experienced talent in DEI, and are creating greater awareness through talent data and analytics to understand our baselines and what it will take to advance diverse representation.

Growing Our Employee Resource Groups

Our voluntary ERG networks bring together colleagues and allies with common interests and different experiences. Each of our ERG communities is open to all colleagues, and we encourage membership in multiple ERGs. The groups offer opportunities to develop skills such as committee leadership through formal leadership roles in councils and chair seats, communications support and event planning.

Our active and forming ERGs include:

- The **VIVID ERG** supporting LGBTQ+ colleagues and allies in building an inclusive workplace culture where all colleagues can be their authentic selves.
- The **EmpoWer ERG** advocating for an ecosystem that empowers women to reach their full potential.

VIVID hosted virtual learning events throughout the year, exploring topics such as Allyship in the Workplace and Putting Pronouns Into Practice. VIVID also led Pride celebration events around the world.

EmpoWer hosted virtual panel discussions and member spotlight events.

- The **Black colleague ERG** intends to focus on current and future Black colleagues through advocacy, community service, networking and professional development.
- The **Caregivers ERG** intends to support all caregivers as they navigate the logistical and emotional challenges of balancing professional and caregiving responsibilities.

In 2023, we will launch our first DEI council – the Global ERG Leadership Alliance. This Alliance is made up of executive sponsors, chairs and support partners for each of our active and forming ERGs and is fully sponsored by top company leaders. The efforts of the Alliance will support our overall DEI objectives and link ERG activities to the overall DEI strategic plan.

We are also building the best practices and infrastructure to grow our ERG communities by adding partnerships and resources to further develop our next ERGs to launch.

Growing Our Talent

We seek to create a work environment that enables colleagues to achieve their aspirations and realize their full potential through the following:

- Goals and objectives setting
- Performance and talent management
- Retention and internal progression
- Talent review and succession planning
- Mapping talent trends
- Talent attraction
- Training, learning and development

Employees are encouraged to set annual goals and objectives, fully enabled via our system-led tools and guiding resources. Viatris provides resources for colleagues and managers to connect, set goals aligned to company priorities, discuss career aspirations and development plans, and track progress throughout the year.

We have a pay-for-performance philosophy and are committed to equitably rewarding colleagues' achievements at a variety of performance levels. The annual performance review process that fully supports the healthy exchange of feedback between managers and their team members is key to accomplishing this. All employees are encouraged to reflect on their performance, and in 2022 94% of employees completed their performance evaluations.

In 2022, we completed Viatris' first full cycle of talent review and succession planning. We performed a broad talent assessment focusing on establishing a baseline across the entire enterprise. We also focused on exploring strengths and opportunities for growth, evaluating population characteristics in line with our DEI goals and objectives for gender (globally) and ethnicity (U.S.), aligning support to key talent in the succession pipeline and assessing the readiness of our talent pool. More than 20% of all Viatris colleagues experienced internal career progression in 2022.

Looking forward, we will implement a multi-year talent strategy with four key pillars: building efficient and effective global processes, leveraging talent insights, development planning and deepening our diverse talent pipeline.

As we focus on growing our talent, we continue to engage in mapping talent trends using a variety of external partners and trend data; evolving our internal people insights for deep-level data and analytics expertise; and, aligning our talent and total rewards portfolios to remain robust, competitive, attractive and ahead of market trends.

"We are building a diverse, compelling and inspirational leadership culture via the health of our talent pipeline and a purposeful development focus. We are truly growing our talent for today, tomorrow and for the future."

— Sheila Muhl
Head of Global Talent and Total Rewards, Viatris

Building interest in our sector, nurturing the talent pipeline and attracting future colleagues are important to our continued success. The following are a few examples in that spirit:

- We hosted approximately 180 interns, apprentices and trainees in more than 10 countries who gained valuable career experience and networking. Nearly a third continued working with Viatris post-internship as full-time colleagues, student workers or on a contract basis.
- In 2022, Viatris hosted a student from the U.S. Congressional Black Caucus Foundation's Pathways to C-Suite program. The program pairs undergraduate and post-graduate students with some of the nation's top corporations to provide the students with experience with how public policy is developed. This is the second year Viatris has participated in this program, which seeks to diversify the corporate leadership ranks.

Our new Talent Health Dashboard demonstrates that Viatris is performing well above benchmarks in talent retention, establishing a healthy foundation to grow and a focus on retention through our first years as Viatris. Across the organization:

- 47% of senior management level roles were filled internally.
- 74% of senior management roles have one or more successors identified as being ready now, next or in the future.

- Students gained insight into how they can make an impact in their future careers through programs such as Viatris Egypt's Sharpen Up, which introduced more than 20 pharmaceutical students to various functions as part of their career exploration.
- In support of outreach and identifying future talent, we explored partnerships and recruitment opportunities with various organizations focusing on key areas of expertise and advancing DEI. We intend to invest in additional partnerships in 2023.

We are also deploying new Leadership Development Principles to guide our global learning and development portfolio.

Our Leadership Principles

Develop key leadership capabilities in management for the present and future.	**Invest** in our talent and build bench strength via highly engaging and thought-provoking content delivered at pivotal moments on the development journey.	**Diversify** our talent development focus by applying the DEI lens in all aspects of program development and ensuring representation in all program facets.
Innovate leadership and people management culture to enhance performance through a variety of experiential, reflective and expert-led stretch development experiences.	**Build** leadership foundations by introducing and developing modern practices in inspirational people leadership that drive innovation and performance.	**Advance** the value proposition at Viatris by leveraging challenging and modern programs that dually supplement on-the-job experiences with the potential to accelerate learning, growth and achievement.

Learning and Development

To encourage colleagues' continual growth, we deliver training, learning and development throughout the year via a variety of self-paced, facilitated and team learning activities.

We have expanded our professional development opportunities, including introducing skill benchmarking capabilities for colleagues to measure personal skill development. More than 160,000 voluntary online trainings for professional development were completed on topics including enhancing individual professional performance, project management methods and personal productivity.

As part of promoting high ethical standards and a quality-first mindset, colleagues are mandated to complete a large suite of annual continuing education in our companywide online training platform. In 2022, **approximately 99% of colleagues completed nearly 4 million learning items** on key topics such as cGMP, sales and marketing protocols, regulatory and compliance.

Other programs included the following:

- Completing nearly 700 CliftonStrengths assessments and nearly 300 Insights Discovery profiles in 2022 to help colleagues become more self-aware, identify strengths and understand others.
- Piloting the Athena Program, a leadership development program in Europe for women who have the potential and interest to develop their careers into more senior roles. Fifteen women participated in the pilot program, and we intend to scale participation for 2023.
- Growing our Ardor Learning language program, which provides access to colleagues to learn English as a second language. Over 700 one-on-one classes were completed in 2022.

In 2023, we are implementing our first management development programs with the Viatris Management Coaching Program and the Viatris Executive Leadership Academy at Harvard Business School. Both programs will supplement and accelerate leader development for more than 300 management-level colleagues through immersive guided experiences that build capabilities, embed DEI fundamentals and enable development planning.

Total Rewards

Viatris maintains robust, competitive compensation and benefits aligned with the market to attract, retain and reward talent. We actively manage incentive programs to ensure they are dynamic to attract key talent and are performance-driven to motivate and reward colleagues in achieving our stated objectives in support of the continued growth and transformation of our business.

Viatris remains committed to the fair, equitable treatment of individuals regardless of gender, race and ethnicity in our compensation practices and continues to take measures in support of pay equity. In 2022, we conducted a baseline pay equity assessment examining pay rates across gender (globally) and ethnicity (U.S.). We are currently analyzing the results of this assessment and intend to incorporate actions into our DEI and Total Rewards strategy going forward.

In 2022, we also completed a global inventory of all benefit programs as part of our ongoing benefits harmonization. This inventory has accelerated our ability to assess our total benefits portfolio for attraction, retention, value delivery, diversity and benefits equity.

For many of our employees globally, 2022 was a challenging year due to dramatic spikes in inflation, economic uncertainty, and rising energy and food prices. All these factors have tightened budgets and caused increased pressure both at home and at work for colleagues. One of the ways we responded was by providing a cost-of-living payment to more than 10,000 colleagues in approximately 40 countries who were most impacted by rising costs. This payment helped to provide colleagues and their families needed support during trying times. Viatris is committed to continue monitoring situations of sustained inflation and other economic factors adversely impacting our colleagues across the globe.

Celebrating Colleagues and the Work They Do

For our second year as Viatris, we celebrated our anniversary with Impact Week by focusing on the patients we serve and the strides we have made to support access to high-quality medicines and health solutions. More than 10,000 colleagues from around the world joined the Impact Week Town Hall. Our first-ever Viatris Access Showcase Panel inspired more than 80 colleague nominations for global access initiatives that drive our mission forward.

Other Impact Week events included:

- The Living the Mission activity and Stronger Together Relay on social media, in which colleagues around the world found deeper meaning in the work they do each day and had an opportunity to recognize each other for living our new Viatris Expectations.
- Community impact initiatives where colleagues across Viatris gave back in many ways to their local communities through activities in support of access and health, environmental stewardship and helping especially vulnerable groups.
- An interactive patient panel to help colleagues gain an understanding and appreciation of how their work impacts patients worldwide.
- Team recognition events celebrating individual, group and team goals and achievements over the past year.

Everyone at Viatris is a part of our sustainability journey. Several of the Access Showcase nominations are presented throughout the 2022 Sustainability Report.

Supporting Health and Wellbeing

Our ability to make a positive impact for patients worldwide relies on having a healthy and thriving workforce. The wellbeing of our colleagues is a priority, and we are now preparing to launch Viatris' global wellbeing strategy.

In 2022, we continued to support the health, safety and flexibility of our colleagues by providing leadership and support for our many colleagues around the world who work in environments where we are producing our products on-site. We also offer hybrid and remote work arrangements for eligible colleagues globally. While many of our facilities remained open throughout the COVID pandemic, other locations reopened in 2022 where it was safe to do so, allowing colleagues the opportunity to connect, interact and engage in-person.

Leveraging different ways of working has given our hybrid-remote eligible colleagues a greater sense of empowerment. Hybrid-remote opportunities have also opened Viatris to greater talent pools in broader geographies where possible, bringing in new capabilities, fresh perspectives and providing far greater reach beyond local sites to meet talent objectives. We also encourage in-person colleague interactions as part of building a productive work environment and sense of belonging.

We support colleagues through wellbeing programs across the world, taking into consideration local markets and needs. Approximately 85% of colleagues around the globe are provided with access to Employee Assistance Program (EAP) services, including health and wellness programming, personalized coaching, legal services, immediate mental healthcare, ongoing counseling and more.

"It's more important than ever to make time for your health – mentally, physically, financially and socially. Caring for colleagues and their families is a top priority, and the company offers many resources to support our workforce."

— Leah Evert
Director of Global Benefits and Wellbeing, Viatris

The following are a few examples of programs offered:

- In Ukraine and other parts of Eastern Europe, we provided access to free and immediate mental healthcare and crisis counseling to aid colleagues affected by the conflict in Ukraine.
- U.S. colleagues are provided free personal health coaching, enhanced diabetes management support including access to a free glucometer and online and personalized support, virtual health solutions for everyday illnesses to chronic pain conditions, free virtual physical therapy and, in some locations, on-site medical clinics for free access to preventive and condition-based healthcare.
- Colleagues in Belgium participate in the Focus on Workload national action plan to reduce stress and challenges due to workloads and maintain a policy against meetings outside of normal work hours.
- Colleagues across France experience various benefits such as an on-site nurse, discounted gym memberships and more. Some teams also observe monthly meeting-free afternoons.
- Viatris Poland colleagues have access to an online program providing free chats with psychologists, dietitians, lawyers, live group workshops, webinars and more. In 2022, more than 200 colleagues registered for the program, attending 2,000 webinars and 19 psychotherapy sessions. The team reported that sick leave decreased 20% within three months after launching the program.
- Colleagues in India benefit from HEAL (Health & Employee Assistance Leap), an internal program providing mental and physical support through a variety of offerings. A robust EAP program through Silver Oak Health regularly provides health programs, including live webinars and seminars on mental, physical and financial health, and more.
- In Taiwan, in addition to regular allotted time off colleagues are provided with special leave days for celebrating their birthdays with loved ones and a wellness day for prioritizing mental and physical health.

In 2023, we will launch our global, holistic wellbeing program across a broad spectrum of health and wellness areas, including financial, physical, mental and emotional support. We plan to provide benefits that support caregivers and enhance our mental health offering by deploying a global destigmatizing campaign as well as access to new partner technology to support all levels of mental healthcare.

Awards, Recognitions and Honors

Viatris was named one of Forbes' World's Best Employers for 2022, ranking in the top 10% of the 800 employers who made the list.

Viatris was recognized as a top employer by the Top Employer Institute in UAE and the UK, one of the top 101 employers in China, and Capital Magazine's Best Employers in France. In India, Viatris was also recognized as a Great Place to Work™.

For the second time, Viatris Taiwan was named one of the Best Companies to work for in Asia. The team also received the bronze medal certification for the Talent Quality Management System from the Ministry of Labor.

Viatris Australia was ranked #1 in healthcare in GoodCompany's top 40 best workplaces to give back.

Prioritizing Employee Health and Safety

Protecting the health and safety of our colleagues is essential at Viatris. We have a global Environmental, Health and Safety (EHS) Management System, technical requirements, processes and systems to establish our foundation. These elements apply to all locations and guide us in cultivating a culture of health and safety throughout our global workforce. We are continually working to build and improve the way we work, which helps to reinforce that culture that enables our colleagues to live and work safely every day.

As a global healthcare company with colleagues working in laboratories, manufacturing, operations and sales, we have a wide variety of work environments which can pose unique health and safety risks. We work diligently every day to identify and reduce health and safety risks to our colleagues as well as to the communities in which we operate. Leaders at every level of our organization set the tone for our work in this area.

Through a proactive approach to incident prevention, our total recordable incident rate is 75% below the pharmaceutical industry average as reported by the U.S. Bureau of Labor Statistics. While we never want an incident to occur and work very hard to avoid them, when they do occur, our first focus is on the impact on employees and then doing all that we can to learn from an incident to try and ensure it is not repeated.

Reinforcing Our Safety First Culture

Throughout 2022, we delivered several projects to advance the overall Viatris safety culture. Our aim is to further enhance a culture in which colleagues feel comfortable raising concerns about possible hazards and where management is proactive in collaborating with colleagues to find effective and sustainable solutions built on trust, open communication and mutual respect.

Our safety culture relies on strong leadership. Site heads and senior leaders have ownership of carrying out communication, training, surveys, focus groups, safety walks and other initiatives to enhance the safety culture across our locations.

We launched a new VSafety situational awareness program throughout Europe and North America. These workshops aim to reduce the frequency and severity of incidents where the human factor is a key contributor. Specifically, they give colleagues the skills and understanding to recognize and deal with the various distractions in daily life which can result in injury, whether at home, at work or behind the wheel.

To date, more than 1,700 Viatris colleagues have attended VSafety workshops across our operations in Europe and North America. We plan to extend the program to more sites in 2023.

Among other 2022 highlights:

Safety Culture Webinars

Aidan O'Donnell, PhD, Senior Director EHS Europe, hosted webinars attended by hundreds of colleagues eager to learn more about how they can advance Viatris' safety culture.

Safety Climate Survey Program

In 2022, Viatris completed Safety Climate surveys at a number of our locations to better understand our colleagues' perceptions about safety in their work areas and management's commitment to safety. The survey provided information about how perceptions vary across different shifts and hierarchical levels. These insights supported the development of safety culture enhancement plans to ensure the continual improvement of safety culture at each location. Safety Climate Surveys will be conducted at our other locations in 2023.

Safety Walk Arounds

As part of our Safety Culture enhancement initiatives, Viatris launched a program requiring leaders to complete quarterly Safety Walk Arounds at our facilities to improve engagement through face-to-face safety conversations. To date, leaders in our Europe region have conducted over 250 Safety Walk Arounds. We intend to expand the program to other locations in 2023.

New Program Formalizes Office Safety

In 2022, we enhanced our Office Safety Program, which brings similar safety standards from our operations facilities into the office environment. The objective of the program is to establish an EHS program at office locations which protect the safety, health and welfare of our colleagues, visitors, vendors and others and seeks to reduce impacts on the environment.

Some office locations have full-time EHS colleagues. For all other office locations, leadership appoints an office EHS Liaison to act as a conduit for department managers to fulfill the program's expectations. Each office establishes an EHS Committee, which may include representatives from office leadership, human resources, fleet and facility management and worker representatives. The EHS Committee meets regularly to facilitate the development and maintenance of the EHS program. Office colleagues are encouraged to express any concerns and ideas about safety through their local EHS Committee. They also receive training about how to report incidents or hazards to EHS for investigations and corrective actions.

Additionally, the program requires all building entrants, including visitors and contractors, to receive safety guidance regarding hazards and emergency procedures.

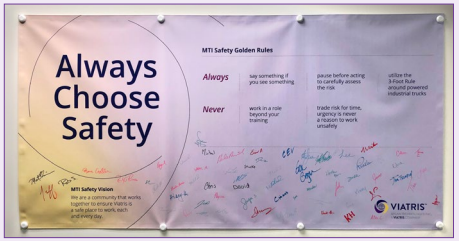
Implementing the Golden Rules Initiative

While we have companywide management systems and programs around EHS, truly instilling a culture of safety hinges on individual colleagues owning it and acting on it. Michael Houghton, Head of Site Operations at our facility in St. Albans, Vermont, and his colleagues are examples of that. The team did a dedicated assessment of the safety culture at the site, and the results were used to further develop and enhance their safety culture.

In 2022, the site's EHS Council expanded to include front-line employees in addition to people leaders and began to implement the next phase in their program. The council determined that the site was ready to implement the next step in enhancing the safety culture. They developed the Always Choose Safety slogan and the following five Golden Rules:

1. Always say something if you see something
2. Always pause before acting to carefully assess the risk
3. Always utilize the 3-foot rule around powered industrial trucks
4. Never work in a role beyond your training
5. Never trade risk for time. Urgency is never a reason to work unsafely

When the initiative first launched, colleagues at the site signed a banner to show their commitment to Always Choose Safety and to follow and promote the Golden Rules. The slogan and rules are now an integral part of meetings and are displayed in the main plant, warehouse and the office building. The Golden Rules are reviewed during Town Hall Meetings and are routinely discussed at monthly people leader meetings. Safety messages from the monthly meetings are then cascaded down by the leaders throughout all departments.



With safety a regular part of communications at the facility, leaders have noted that colleagues are more comfortable talking about safety. The banners serve as a reminder for colleagues to look for unsafe situations and take action immediately. The banners also provide an opportunity to have an impromptu discussion with a colleague or small group of employees.

Driver Safety Program

At Viatris, the safety of our field-based colleagues is a top priority. Many of these colleagues spend most of their day driving to meet with customers, and we continue to expand our driver safety programs to keep the rules of the road and best safety practices top of mind.

In Europe, China and Egypt, we partnered with a leading global provider of online driver safety training. Through their eDriving tool, our fleet drivers determine their driving risk profile before being directed to targeted online training content to improve hazard awareness while driving. A similar program is also in use throughout our North America commercial organization. Both programs use the latest road safety technology, designed to help keep our commercial field-based colleagues safe while driving.

The programs help sustain and build upon the crash-free philosophy that is at the heart of our road safety culture. They provide interactive online training opportunities including topics such as defensive driving, distracted driving and parking lot safety. Trainings are assigned on a regular basis throughout the year to address any commonly occurring accidents and are also assigned to drivers as remedial training if they are involved in an accident.

It's important that our commercial colleagues have access to relevant, leading-edge content to motivate and train them to be safe, responsible drivers. We continue to evaluate other markets for expansion of our online driver safety programs. Helping our colleagues avoid collisions, crashes, injuries or worse is critical to ensuring that everyone gets home to their family safely every day.

Process Safety

Process Safety systems are an integral part of Viatris' Safety management systems, and it is imperative to integrate them with site operations.

Viatris' Process Safety team has resources both at the global and site level. The Global Process Safety team develops, guides and implements the Process Safety Program across regions through regional leaders and the site Process Safety team.

Global Programs on Process Safety and EHS Risk Management were prepared to ensure a systematic and consistent approach across all Viatris sites. Related technical requirements were rolled out to provide guidance for sites to adhere to best-in-class practices with respect to Process Safety Management (PSM) requirements.

Enhanced EHS Risk Assessment software was developed to effectively perform risk assessments across all sites.

Oral solid dose (OSD) facilities throughout India enhanced their focus on incorporating PSM into the product development stage. Safe process design trials were conducted during the product development stage at our R&D location in Hyderabad, India, which proved very successful. These processes will be incorporated into our OSD facilities.

An online central repository system was created as a process safety information database to enable users to access the data seamlessly and harmonize process safety risk management processes.

A world-class PSM program, in assistance with the DNV international certification body, International Safety Rating System (ISRS), was launched at FDF 3, Indore, India, as a model site to enhance the process safety systems.

Continuous efforts were made to build a strong process safety culture by identifying process safety risks and investigating process safety events. Associated controls were identified and implemented to mitigate these risks.

We emphasized capturing process safety events, which can affect business continuity, and accordingly modified existing incident reporting modules. Sites were periodically informed about the new change to refresh their knowledge.

These were backed up by training and guidance sessions for more than 230 colleagues. The program is intended to expand during 2023.

Laboratory Safety Training

In 2022, EHS colleagues collaborated with laboratory colleagues to develop two new Global EHS eLearnings that will increase awareness and understanding of Laboratory Safety. The eLearnings review critical information about working safely with chemicals and laboratory equipment; safely storing, transporting, and disposing of chemicals; and responding to incidents and emergencies such as a chemical exposure, a chemical spill, a fire or an explosion.

The new laboratory safety courses are available in 17 languages, thanks to EHS colleagues who dedicate time to reviewing, editing and approving the translated versions of the courses. The computer-based courses have a high level of interactivity to ensure colleagues retain critical safety information. Local EHS teams can utilize the courses to build customized, role-specific training plans that meet their site's compliance requirements.

"I was excited to be a subject matter expert as part of the Laboratory Safety eLearning development team. I'm proud of the two interactive modules we developed and look forward to using them to educate laboratory colleagues in the Hyderabad R&D facility."

— Ramsankar Ramachandran
Deputy General Manager, EHS, Hyderabad R&D, Viatris

Continued Focus on Electrical Safety

When an incident occurs, being able to share information can be critical to preventing the same or a similar incident from happening elsewhere. Additional collaboration throughout sites has been developed to share knowledge, best practices and incident reviews whenever an incident occurs involving electricity. Facilities across Europe and the U.S. developed electrical safety councils made up of electricians, electrical engineers, department leadership and EHS representatives. The councils gather regularly to discuss opportunities to improve electrical safety and help ensure site procedures align with the Standard for Electrical Safety in the Workplace, or NFPA 70E code.

Training Method Variety

Throughout 2022, EHS teams offered a variety of approaches to training. While safety training can often require reading a significant number of standard operating procedures, the 2022 training method breakdown shows significant diversification compared to prior years. Online or small-group training methods have become more popular among EHS trainers, likely as a result of in-person classroom training becoming challenging due to the COVID-19 pandemic. Instead, our EHS trainers increasingly offered online guides, eLearnings and skills demonstrations.

Improving Emergency Preparedness in India

Emergency preparedness and response is an important part of any risk-mitigation plan. In India, each site has an Emergency Response team comprised of trained firefighters and first responders. The sites also have a fire hydrant network, foam flooding capabilities, emergency communications system and fire alarm and detection systems. In 2022, more than 150 mock emergency drills were performed, and approximately 15,000 colleagues across all locations were trained on emergency preparedness.

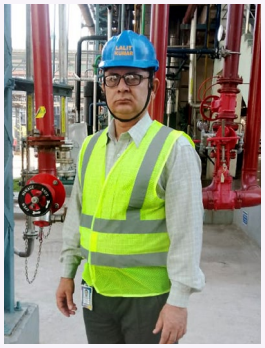
Management System Enhancements

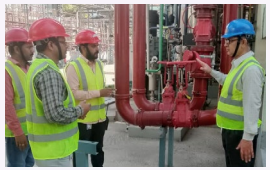
In early 2022, we concluded work to integrate the EHS Management System Documents of our legacy businesses. The newly created Viatris Global Programs and Technical Requirements set out expectations for all locations to support compliance with regulatory requirements and also to go beyond to deliver best EHS practices. The new documents were developed with feedback from colleagues around the world.

Assessments were conducted at all locations to understand the actions needed to implement the new Technical Requirements. A risk-based approach has been adopted to prioritize implementation of these requirements, which will take place over the next two years.

"Improving fire safety and training people on fire and emergency preparedness has been my passion for the last 30 years. I have seen a visible change in emergency response across the India locations in Viatris."

— Lalit Deshmukh
Fire Safety lead for India locations





In addition to Viatris' Global EHS programs and standards, several sites hold external certifications.

- 15 sites are certified to OSHAS 18001 and ISO 45001
- One site in the U.S. is certified as an OSHA VPP site

Environment

THIS CHAPTER INCLUDES:

UN SDGs:

- Clean Water and Sanitation (6)
- Responsible Consumption and Production (12)
- Climate Action (13)
- Partnerships (17)

"I'm proud to be a part of the work we do to minimize our impact on the environment while safeguarding a reliable supply of medicine."

— Jose Aleman Figueroa

Manager/Team Lead EHS, Puerto Rico, Viatris

Working collectively across the site to produce high-quality trusted medicines in a safe and responsible manner, Jose and his colleagues around the world know that human health and environmental health are closely interconnected. We are committed to doing our part to advance sustainable practices and minimize our environmental footprint. Through our initial companywide sustainability goals and the work we do every day, we actively manage our impact on climate change, energy use, water management and air emissions.

Big Steps Toward a Smaller Footprint: Climate Change Mitigation and Adaptation

As a healthcare company with a global reach, we are committed to taking action against climate change, which poses health dangers on a worldwide scale. Our work to reduce the effects of climate change helps improve the health of those we serve, build resilience in our operations and protect the communities where we live and work.

Setting Science-Based Targets

The SBTi independently assessed and approved our greenhouse gas (GHG) emissions targets in line with its strict, globally recognized criteria in 2022. Science-based targets provide clearly defined pathways to reduce GHG emissions in line with the Paris Agreement's goal of limiting global warming to 1.5°C of preindustrial levels. Having the targets validated and approved by the SBTi provides credibility to the relevance of our targets as we continue to work to do our part to fight climate change. The SBTi classified Viatris' scope 1 and 2 target ambition and has determined that it is in line with the 1.5°C trajectory.

"For us, driving sustainable operations means replacing not like-for-like, but like-for-better. That means increased efficiency, greater cost effectiveness, reduced GHG emissions and lower operating costs."

— Dale Stemple
Head of Environment, Health and Safety — NA, EU & IOAO Vertical, Viatris

To establish our science-based targets, we collaborated with internal and external stakeholders over an eight-month period to review and validate the data required. The process included three phases:

- Discovery: Industry review, peer benchmarking, internal stakeholder interviews, emission data screening.
- Analysis: SBTi target calculations, climate scenario analysis (key risk/opportunities), internal stakeholder reviews.
- Strategy: Emission reduction strategies to achieve our target. Specifically, our strategy holds three key areas: Increasing the use of renewable electricity, enhancing operational efficiencies and equipment upgrades and alternative fuel usage.

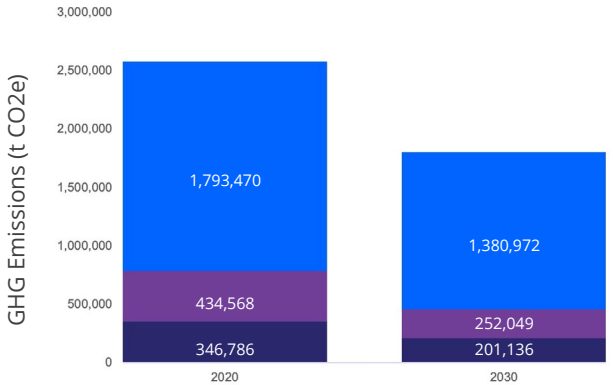
We are also working to reduce carbon emissions across our supply chain. We work across all three of our freight transportation modes - road, ocean and air - to that end. Transport efficiency is a primary objective. We focus on full truck loads and double stacking of pallets where possible. Full truck loads are considered the most efficient mode of transit. The sourcing of transportation providers considers sustainability as a factor. Our key logistics suppliers have sustainability programs and are active in reducing GHG emissions. To enable the shift to ocean and road freight - which is less GHG intensive than air - we have been building in more time for transportation into our processes, which hinges on good demand data and forecast planning. We have a rapid response system and have established a standard operating procedure to make ocean freight our standard mode. In 2022, road and ocean represented 89% of all transport. As timely access to medicine is the priority, there are exceptions when speed is of the essence.

Our GHG Emissions Reduction Targets

- **Absolute scope 1 and 2 GHG emissions** by 42% by 2030 from a 2020 base year.*
- **Absolute scope 3 GHG emissions** covering purchased goods and services, capital goods, fuel- and energy-related activities and upstream transportation and distribution by 25% by 2030 from a 2020 base year.

* *The target boundary includes land-related emissions and removals from bioenergy feedstock.*

Viatris GHG Footprint Overview*



* *This chart published 9/29/23 corrects an earlier version in which Scope 1 and Scope 3 were interchanged in the legend.*

Building Readiness via Climate Scenario Analysis

Building readiness and improvement where needed starts with information. Viatris concluded its climate scenario analysis in 2022 to re-assess and better understand our exposure to physical and economic risk drivers based on different climate change scenarios. With a global operational presence and supply chain, understanding how the exposure to climate-related events looks across geographies and to what extent locations are vulnerable to these impacts helps us understand our associated risks and opportunities. Using this information will help inform future business strategies. Our areas of focus have been protecting and enabling stable access to water, helping protect public water resources and maintaining operations during extreme weather events. The climate scenario analysis confirmed the relevance of these activities.

Renewable Electricity

A key strategy to achieve our GHG-reduction goal is to take advantage of cost-effective renewable electricity. The supply of renewable electricity and low-carbon fuels looks very different across the world, which informs our approach in different geographies. Examples of actions implemented across our sites includes the following:

- In 2022, the Hosur Injectables facility in India initiated a new power purchase agreement, enabling it to source 34% of its electricity requirements from renewable sources. Previously, the site used only electricity from the local grid.
- At API Unit 8 in India, 3,200 kWp ground-mounted solar panels were commissioned, which, along with a power purchase agreement, amounted to more than 13 million kWh of renewable electricity. That represents more than 25% of the total electricity consumed, an increase of renewable electricity by 8% since the prior year.
- Our Carole Park site in Australia, which produces oral solid doses, is in process of installing a 99 kW solar PV system. This is estimated to generate 158,000 kWh a year. The site anticipates expanding its solar capabilities.

Optimizing Operations

Continually working to make improvements, finding ways to be more efficient and optimizing processes and operations are key to reducing environmental impact overall and to reducing the impact on and from climate change. Viatris' science-based targets confirm and underscore the importance of this approach, which has always been a focus of our environmental standards and management system. Some examples from 2022 include:

- As part of a project to replace a thermal oxidizer heat exchanger, the team at our St. Albans site in the U.S. identified that the upgraded unit was able to maintain the required destruction efficiency while operating at 100° F lower temperature. This change reduces the energy use of the system by about 5%.
- With our global operations network, continuing to implement LED lighting projects throughout remains important to reduce energy consumption, reduce GHG emissions and lower operating costs.

"We have progressively reduced our environmental footprint by recycling wastewater, repurposing waste to energy and reducing emissions at our sites, driving us to be more efficient and sustainable."

— Kaushik Samanta
Head of Environment, Health and Safety – India & Rest of World, Viatris

Introducing Cleaner Fuel Sources in Our India Facilities

- In August 2022, we began using liquid petroleum gas (LPG) at our injectables facility in Hosur, decreasing scope 1 GHG emissions by approximately 7% compared to the prior year. A full year of using the LPG should reduce scope 1 GHG emissions by approximately 18%.
- Our facilities in Nashik and Indore have installed agro-based briquette-fired boilers for generating plant steam. This is in addition to our facility in Aurangabad, which started using the briquettes in 2020 as a fuel.
- To reduce sulphurdioxide emissions, the site located in Ahmedabad replaced furnace oil with low-sulphur content fuel.

- We engaged sites to replace end-of-life equipment with more efficient versions capable of reducing energy use, operating costs and GHG emissions. We completed multiple projects to upgrade or replace our industrial chillers, heating, ventilation and air conditioning systems and boilers — three essential utility components of pharmaceutical manufacturing operations.

CDP SUPPORTER 2022

We have reported to the CDP climate program since 2017 and make our climate and water responses available on CDP's public response web page to better inform stakeholders.

2022 CDP Scores

Water security **B**

Climate change **B–**

More information about how Viatris manages its GHG emissions is available here.

A Clear Approach to Water Stewardship

Communities, patients and the manufacturing and application of pharmaceuticals all depend on the availability of clean, unpolluted water. Guided by our Global Water Policy and global EHS management system, we work to advance responsible water stewardship in our operations and support communities' access to clean water and sanitation.

We have formalized our commitment to water stewardship as a signatory of the UN Global Compact (UNGC) and the UNGC CEO Water Mandate — a platform for business leaders to address global water challenges in collaboration with the UN, governments, civil society organizations and other stakeholders. Key pillars in our water and wastewater management include risk assessments, monitoring and periodic audits of all Viatris' operations sites to ensure they comply with local regulatory and internal water standards.

Our Water Goal:

6 CLEAN WATER AND SANITATION

- To perform water risk assessments for all 15 Viatris site locations in high or extremely high water stress areas as identified by the World Resource Institute and to identify appropriate water conservation initiatives by 2025.

  Our Progress: In 2022, we performed five water risk assessments—four in our India facilities and one in Türkiye.

  The remaining locations are on target for completion in 2023 and 2024, keeping us on track to meet our overall goal by 2025.

Water Risk Assessments

We perform water risk assessments for locations in high or extremely high water stress areas as identified by the World Resource Institute. Water risk assessments are primary components of our water stewardship strategy and are a part of our commitment to the UNGC CEO Water Mandate. These assessments enable us to identify, manage and mitigate impacts related to water stress. From this, we will identify opportunities for water reduction and conservation.

In 2022, we introduced heat pump technology at two facilities: the OSD facility in Chatillon, France, and the Injectable facility in Bangalore, India. These systems enable us to transfer waste heat from one process to support another, thereby minimizing the need for boiler-supplied heat. The two systems combined to reduce our carbon emission by approximately 1,170 mt.

More information about how Viatris manages water is provided here. Viatris reduced its water withdrawal by almost 7% in 2022. Several initiatives were taken to increase opportunities for the recycling and recovery of wastewater, ultimately reducing the need for freshwater input. Some of these include:

- Recycling of water rejected from the utility reverse osmosis (RO) in the injectable facility in Hosur, India, increasing recycled water by an estimated 15%, or 17,400 KL compared to the prior year.
- Also in India, the usage of recycled water for boilers has helped reduce fresh water use by 12% or 14,500 KL at our API Unit 2 facility from the year prior.
- At our injectables manufacturing site in Inverin, Ireland, we analyzed water usage for steam generation, water treatment systems, and water for injection (WFI) systems to identify areas for improvements. After evaluating the findings, in 2022 we updated parts of the technology, reducing total water consumption by more than 20% compared to the prior year.

Reduce, Reuse, Recycle

Throughout all our operations, we work diligently to reduce waste generation by using resources responsibly and increasing the ways we recycle and reuse materials.

We have several initiatives devoted to waste minimization and reducing waste that is sent to the landfill. In 2022, Viatris sent 35,700 metric tons of waste to waste-to-energy facilities for use as an alternative fuel source; 75% of this came from our API facilities located in India. This reduces the fossil fuel use and corresponding GHG emissions at the waste-to-energy facilities.

A sludge dryer was installed at our oral solid dose facility in Indore, India. It is expected to decrease waste sent to landfills by about 70% for that site by the end of 2023.

Fighting AMR via Responsible Manufacturing

As a founding member of the AMR Industry Alliance (AMRIA), we are committed to partnering across the industry to collectively advance initiatives addressing AMR. These efforts have led to progress in advancing science-based approaches to help manage the impact of antimicrobial manufacturing. We have adopted the AMRIA Common Antibiotic Manufacturing Standard for our own operations and external supply chain. Viatris participated in the development of the Antibiotic Manufacturing Framework, which was then transitioned to a Standard in 2022 by the AMRIA.

All applicable Viatris manufacturing locations with antibiotic production have been assessed adhere to the AMRIA Antibiotic Manufacturing Standard, including meeting the PNEC (RQ<1) as calculated by mass balance.

In our external supply chain, we are working on a phased approach to assess suppliers' management and performance on the AMRIA Antibiotic Manufacturing Standard. Suppliers that do not fully adhere to the AMRIA Antibiotic Manufacturing Standard develop and implement corrective actions. Viatris monitors these suppliers within established mitigation plans. For the work in the external supply chain, Viatris carried out 15 supplier risk assessments in 2022.

More information about Viatris' work to curb AMR is provided here. And more information about Viatris' work to advance sustainable sourcing is provided here.

The Antibiotic Manufacturing Standard, facilitated by BSI Standards Limited (BSI), provides clear guidance to manufacturers in the global antibiotic supply chain to ensure that their antibiotics are made responsibly, helping to minimize the risk of AMR in the environment.

The Standard marks the formalization of the Alliance's 2018 Common Antibiotic Manufacturing Framework, which described a risk-based approach to assessing and controlling antibiotic manufacturing waste streams.

Our Waste Goal:

- By 2030, increase the number of zero-waste landfill locations by 50% from a 2020 baseline.

  Our Progress: We currently have 16 zero-waste landfill locations — an increase of three locations from our 2020 baseline. We have five locations with 1% or less of their waste going to a landfill and another two locations with 2% or less going to landfills. We are on track to hit our goal of 20 zero-waste to landfill locations by 2030.

Air Emissions

As part of our Global EHS Management System, we developed an Air Emissions Management Technical Requirement that expands the tracking of air pollutants. It harmonizes our air emission reduction efforts and includes requirements around pharmaceutical emissions, storage tank system fugitive emissions, visual emissions and odor. We have equipped our facilities with air emission control devices as required to manage regulated air pollutants. From particulate matter to sulfur oxides, nitrogen oxides to VOCs, reducing emissions remains a top priority.

More information about how Viatris manages its air emissions is provided here.

Viatris' Global EHS Management System

Viatris applies a best-in-class model for EHS management. Our Global EHS Management System covers all of Viatris' operations and includes 16 global programs, 52 technical requirements and nine guidelines. The system has a four-step cycle for continuous improvement: Plan, Implement, Check and Improve. Together, they help to:

- Further reduce the possibility of incidents and risks to people and the environment.
- Reinforce our belief that all EHS incidents are preventable.
- Promote and maintain a work environment in which all employees accept personal responsibility for their own safety and that of their colleagues and communities.
- Minimize environmental impacts while safeguarding access to medicine.

"2022 marked our first full year with a new set of global EHS policies since the creation of Viatris. The policies along with our requirements and guidelines form the foundation of our work to be in compliance and drive continuous improvement."

— Annemarie Flynn
EHS Senior Manager Environmental Compliance, Viatris

Global Environmental Stewardship Policy | Global Climate Change Policy | Global Water Policy

We also reconfigured our EHS governance organization. A centralized EHS committee helps shape and decide on targets. Vertical leaders own these targets, and Viatris' sites support the business unit in reaching their goals.

More information on our EHS Management System and technical standards is provided here.

Smart Solutions to Reduce Packaging Waste

As part of our work to reduce our environmental impact while safeguarding access to high-quality medicines, we seek ways to reduce the volume and types of materials we use in packaging while complying with regulatory and quality requirements.

Our priorities are managing and protecting the safety, quality and efficacy of medicines; facilitating patients' administration of medicine; ensuring access to medicines and compliance with quality and regulatory standards. With these priorities in mind, our teams in commercial, packaging, regulatory, quality and other areas collaborate closely to reduce packaging waste where possible in our existing portfolio and pipeline.

98% of plastic bottles used in our network have recycling symbols.

Efforts include the elimination of outer cartons or paper leaflets on medicine bottles – subject to the acceptance of the receiving market as well as the regulatory and quality departments; using recyclable virgin polymer for bottles and caps; harmonizing pack sizes across multiple markets with multiple languages included on one pack and replacing small blister packs with large bottle packs. Today, these efforts can't be universally applied as different countries and customers have different regulations and preferences, but we work to scale solutions across more countries when appropriate.

Our packaging team is working to eliminate cartons and reduce leaflets for medicine bottles going directly to patients – while still ensuring that patients have access to the important information those leaflets contain. In a pilot set for 2023, we're exploring replacing leaflets entirely with QR codes that can be easily scanned and accessed using a smart phone – providing the patient with the most up-to-date information about that individual medicine while reducing packaging.

As one of the largest suppliers of ARVs in the world, we are working to reduce packaging materials and waste for these products in collaboration with our customers. Examples of that work include:

- Replacing individual leaflets on medicine bottles with pads of leaflets placed directly in the shipping package. For institutional customers like hospitals or pharmacists, the leaflets can be torn off and given to patients as needed.
- Implementing harmonized packaging artwork across different markets and using a common packaging across multiple countries in multiple languages, including trilingual packs. This means a single pack can have one label and leaflet (in pad form) that holds information in English, French and Spanish, for example, reducing the need to produce individual bottles for each language.
- Implementing a similar "shared pack" concept in Europe, resulting in less packaging and waste, making our packaging much leaner and giving us more flexibility in our supply chain to divert medicines where they are most needed. We remain committed to continue to work on this concept across more markets in Europe.

Reducing Packaging and Promoting Appropriate Use

In Europe, we are working on dose dispensing, a way of administering medicine to improve prescription adherence, which is especially relevant among the elderly and for those with chronic conditions who take multiple medicines – and to reduce the number of packages a patient must manage. The semi-automated process of dose dispensing involves pharmacists taking products out of their primary packaging and then filling them into a machine that places the medication a patient needs to take at one point in time into a pouch. Since the primary packaging is removed in dose dispensing, we are working to eliminate cartons for those products, which typically hold bottles and leaflets. Instead, we either leave out the leaflet completely - making it available to patients online or through leaflet pads provided to healthcare providers to disseminate - or glue it directly to the individual bottle caps. The benefits are threefold: less primary packaging to throw away for the user of the product; reduced logistics costs due to the optimized palletization of cartonless bottles and less space being used at the pharmacy level.

More information about how Viatris manages waste is provided here.

Community

THIS CHAPTER INCLUDES:

UN SDGs:

- Good Health and Well-Being (3)
- Education for All (4)
- Partnerships for the Goals (17)

"We are grateful for the generosity of Viatris colleagues and the company's match of those contributions to provide critically needed health essentials to people living through crises."

— Thomas Tighe
Direct Relief President and CEO

Working with partners like Direct Relief to give back to our communities is something colleagues at Viatris take seriously – and often, personally. Just as global societal issues, the environment and the strength of our workplaces are vital to human health, so too is the wellbeing of our communities. People can truly be empowered to live healthier when their communities are thriving. We support communities across the globe in many ways, including through emergency outreach, volunteering and in-kind and monetary donations.

In 2022, we donated more than 450 million doses of medicines for humanitarian needs through our partners around the world. Also, we set out to identify and support organizations that are addressing some of the world's persistent challenges, which include the continuing impacts of the COVID-19 pandemic, aid to those impacted by conflict, growing disparities in access to healthcare, increasing effects of climate change and water crises. According to the World Health Organization, globally, more than 2 billion people live in water-stressed countries[1] while as many as 828 million people are at risk of hunger.[2]

We donated a total of $1 million in aid to support access to healthcare, food security and water stewardship in communities around the world through four organizations: Direct Relief, World Central Kitchen, WaterAid and World Food Program USA, the U.S. partner of the United Nations World Food Programme.

Partnerships are essential for meaningful impact, and in that spirit, Viatris is proud to support organizations committed to causes that enable people to access fundamental human needs, manage determinants of health and improve their quality of life.

Supporting Communities During the Ukraine Crisis

In February 2022, as the gravity of the situation in Ukraine deepened, a dedicated, multifunctional Viatris team worked around the clock to bring their colleagues in Ukraine to safety. Leaders from regional and global teams moved swiftly and decisively, sending an important message that was felt throughout the company: Our people and patients are the top priority. We are always stronger together. And when crisis strikes, you are not alone.

The team in Ukraine had been encouraged to download messaging apps and set up contact groups so that Viatris' Global Security team could locate them if they needed help. Some were sheltering in basements or running out of food and water. To secure payroll, the accountant in charge of Ukraine had to find creative solutions to access the Viatris office in Kyiv due to shelling in the surrounding area. Advance salaries were provided to people to assist with their evacuation. Later, the company also sent an additional stipend and figured out how to get it to people who were in transit.

In response to the millions of people forced to flee their homes in Ukraine in 2022, Viatris teams in Poland created materials in Ukrainian so that displaced residents coming to the country could find needed over-the-counter medicines for both adults and children.

Sources

[1] WHO Fact Sheets
[2] WHO: UN Global Hunger Numbers

As the crisis in Kyiv and surrounding areas deepened and hostilities escalated, the company devised a way to help colleagues evacuate and was aware of the need to expedite decisions, actions and responses as well as the emotional support people have continued to need throughout the crisis.

On the ground in Ukraine, colleagues mobilized to help each other. When the company sent a vehicle packed full of food and other supplies to take people out of the country, some Ukrainian employees volunteered to help navigate the unfamiliar streets. Those who crossed the border out of Ukraine worked to give humanitarian aid to those who chose to stay behind.

In coordinated partnership with others, colleagues were picked up and moved; some to other parts of Ukraine, others to neighboring countries. In total, Viatris evacuated 155 people and relocated 82 more at the onset of the conflict.

"I'm proud of the resilience of the people in Ukraine. And I'm really touched with the way the Viatris leadership and community made it a priority to support the people in my country during these horrific events."

— Olena Ternova
A native of Ukraine and Viatris' Head of HR, Emerging Markets, Viatris

In Europe, particularly countries bordering Ukraine, Viatris employees worked to welcome the influx of people crossing over to safety. Some opened their homes. Others gathered humanitarian supplies and brought them to refugee camps or volunteered to drive their colleagues to new locations.

We donated hundreds of thousands of doses of medicines to Ukraine through Direct Relief, our long-term partner and the largest supplier of medicines to Ukraine. Our colleagues also contributed financially in a company-wide campaign, which Viatris matched to double their donation.

Humanitarian Response to Türkiye and Syria

In the wake of earthquakes that devastated parts of Türkiye and Syria in February 2023, Viatris and colleagues provided funds, medicines and supplies to the resulting humanitarian crisis in the region. This includes donations to Direct Relief through an online company portal which Viatris matched.

Direct Relief has been recognized by the Turkish authorities as a trusted partner in the coordination of pharmaceutical donations from outside of Türkiye, and as such, Direct Relief is working closely with the Turkish Ministry of Health to meet the urgent needs. For Viatris, this means that we have an established pathway to donate towards both Türkiye and Syria via Direct Relief. As the needs continue to be great, Viatris and our colleagues continue to look for ways to support.

Addressing Local Needs

In addition to our global support, we rely on our colleagues around the world to identify needs in their communities and respond locally. These efforts can include volunteering or donations, either monetary or in-kind, and reinforce our commitment to our philanthropy pillars: health, education and community.

Health

We see access as sustainably delivering high-quality medicines and health solutions to people, regardless of geography or circumstance.

That includes partnering in China with communities, retail customers and HCPs on the Direct Train chronic disease screening project. Supported by the National Health Commission and local governments, the project provided health checks for approximately 6,000 people and patient education to about 300,000 patients. We have also worked in Germany to support buying new equipment for therapy rooms for Haus Schutzengel, an institution for socially disadvantaged cystic fibrosis patients and their families. Viatris Canada partnered with Cystic Fibrosis Canada to support their annual walk to raise money to support those living with the disease.

And the Viatris team in Australia supported several charities throughout the year, including a bandana sale to benefit Canteen, an organization for young people with cancer, and a continuing partnership with Red Cross Lifeblood. In 2022, the team made 208 blood and plasma donations equating to more than 620 lives saved.

In Bulgaria, our team supported a crisis center in Pernik for victims of domestic violence and trafficking through the purchase of a stove, hood and two air conditioners. In addition, colleagues donated food and additional materials for the crisis center and transitional housing.

Education

We support creating and providing awareness and access to information so that people can be more empowered in every aspect of their lives.

This support includes working in Istanbul, Türkiye, to support the Community Volunteers Foundation, or Toplum Gönüllüleri Vakfı (TOG), to complete a school renovation project that benefitted 1,800 students. We also participated along with TOG in the 44th Istanbul Marathon, which raised money for the educational needs of more than 1,200 students.

In Spain, we are the main sponsor with the University Francisco de Vitoria of training for oncology residents throughout the country with the targeting increasing the effectiveness of consultations and empowering patients to make shared decisions through the development of psycho-oncology strategies to communicate bad news. We support similar programs in Brazil, where we partner with the Brazilian Society of Geriatrics on 16 classes to prepare HCPs on dealing with topics related to end-of-life issues.

Viatris supports and serves on the board of 131 and Counting, a U.S.-based nonprofit with a mission of increasing the number of women serving in the U.S. Congress and senior policymaking roles.

Community

We seek to foster health around the world by volunteering our time, resources and talents to organizations that support communities where we live and work.

Our community efforts reflect the diverse needs around the globe. In Spain, we launched the Viatris Spain Forest, a local volunteer reforestation program that will help restore a wooded area in the north of Madrid city through the planting of oak, pine and elm trees.

In Egypt, we initiated "Via-give," an employee-driven clothing drive to benefit a clothing bank in Egypt. In Greece, Viatris colleagues collected food and other first-line essentials for Theofilos, an organization supporting families in need. During this four-week project, 54 boxes were assembled, and the team managed receiving, screening, separating and packing all goods that were donated. And in West Virginia, U.S. and Puerto Rico, we took part in United Way activities that included an annual day of volunteering at various nonprofits.

As a business supporter of the Irish Clean Coasts program, our team in Ireland created tangible and immediate improvements during our Little Island beach cleanup.

Approximately 290 Viatris colleagues participated in the Run In Lyon race in France. Together, they ran 4,080 kilometers to support the Association Petits Princes, which helps fulfill the dreams of seriously ill children and teenagers.

Creating Access Through Partnerships

We value long-standing partners like Direct Relief, Americares and Heart to Heart International (HHI), which help us get donated medicines to communities in need. In 2022, we donated more than 450 million doses of medicines around the world through these and other partners.

We were also recognized by Heart to Heart International with its Gary B. Morsch Humanitarian Award. HHI works to improve health access and provide critical medical aid to people in need throughout the world. The award was given in recognition of the contributions Viatris and our legacy companies have made to the organization during our close to 20-year partnership. During that time, the aid we donated has accounted for about 60% of HHI's lifetime total amount of aid delivered and has been distributed to 345 partners in 82 countries. In 2022, HHI sent more than USD $37 million in medication donated by Viatris to help address the crisis in Ukraine.

Another longtime partner, SBP, celebrated the milestone of its 250th home repaired since Hurricane Maria in 2017. Viatris attended the celebration along with homeowners and representatives from SBP, a U.S.-based not-for-profit organization dedicated to shrinking the time between disaster and recovery for low-income survivors. Viatris' partnership with SBP began with a grant to assist flood-impacted families in West Virginia and has grown over the years in response to other natural disasters. Viatris also serves as the founding champion of SBP's Got Your Back Fund, an initiative that prioritizes rebuilding, repairing and performing modifications on homes for low-income U.S. veterans living with disabilities in disaster-impacted communities across the U.S.

Viatris was also once again the lead sponsor for the Congressional Women's Softball Game in 2022 in Washington, D.C. The game unites women Members of Congress and the women of the DC Press Corps to play in support of the Young Survival Coalition, an organization dedicated to addressing the needs of young adults impacted by breast cancer.

> "Viatris has given more than $3 million to SBP to help rebuild the homes of families impacted by disaster, including our first major contribution that helped us establish and carry out our recovery work in Puerto Rico. With the help of Viatris, we are helping people return to their homes and rebuild their lives."
>
> **— Zack Rosenburg**
> SBP Co-Founder and CEO

Expanding Care in South Africa

In the South African town of Diepsloot, Johannesburg, two healthcare clinics served the growing community of about 300,000. The nonprofit Rhiza Babuyile saw a need to ease the public health burden and offer an accessible, affordable alternative for residents and asked Viatris to help. As one of the primary sponsors, we donated more than US $200,000 for the establishment of a state-of-the-art community clinic.

The facility has the latest in primary healthcare technology, including a 3D sonar machine, advanced technology for prenatal care and telemedicine services. Patients can consult a doctor five days a week, unlike at public facilities, which typically only provide access to a general practitioner on certain days of the week and require people to wait in long lines.

Through a partnership with the Gauteng Department of Health (DOH), the clinic will be assisting the government with its child immunization program, family planning services for young women and the ongoing COVID-19 vaccine roll-out. Rhiza Babuyile has been involved in assisting the government through its various community health programs, and the clinic will be a continuation of that, which will also include the provision of medicines for acute and chronic illnesses to stock the clinic's dispensary.

The clinic recently reached a milestone of treating 5,000 patients, and Viatris is proud to have been a major contributor to this success. Plans are already underway to expand the clinic, with an emergency room and other enhancements opening in 2023.

"The financial support received from Viatris has enabled Babuyile Community Development to build a first flagship clinic in Diepsloot which is presently servicing 1,500 patients per month and employing 15 people. The model allows patients to pay minimum fees which are used to cover clinic overheads with the support of Department of Health covering 70% of cost of medications."

— Rodney Makube
COO, Rhiza Babuyile

Promoting Science, Innovation and Education

Buoyed by our scientific and medical expertise to address evolving healthcare needs, we recognize the importance of supporting the scientific community at all levels.

- Viatris' Emerging Markets region was the title sponsor of the Metrodora Awards, which was organized by the International Alliance of Patients' Organizations (IAPO) and the Patient Academy for Innovation and Research (PAIR). These prestigious awards recognize women leaders and innovators in science and medicine across Asia, Latin America, Africa, Russia/CIS and the Middle East. Our involvement for the second year running demonstrates our commitment to empowering women leaders and innovators in science and medicine by creating opportunities that recognize their contributions.

- Viatris continued its STEMCARE partnership with West Virginia University to develop and implement programming to instill a growth mindset in West Virginia's youth through the personal application of problem-solving skills gained from science, technology, engineering and math (STEM).

- Members of Viatris' Respiratory team in Dublin, Ireland, performed science experiments with primary school students in celebration of Science Week in November. The goal of the week is to inspire young people to pursue careers in STEM. The team performed several experiments using easily accessible items like soap, turmeric and cabbage.
- The Sydney University Pharmacy Association hosted an Industry Information Night to connect students with members from the pharmaceutical industry, including Viatris. Australia's ties to education continued with a networking event with Griffith University, joining industry partners and engaging with students on careers in forensic sciences, as well as Carole Park hosting a four-day work experience program.
- Viatris Taiwan held a signing ceremony for a memorandum of understanding on industry-university cooperation with National Yang Ming Chiao Tung University. By partnering with this top research institution, they will launch the future pharmacy talent training program to offer hands-on collaboration with young professionals.
- To increase the visibility of Viatris France for students in health and science jobs, Viatris' team in Chatillon, France, contributed to a session where students participated in a mockup of a company environment. This Mini Enterprise session was attended by over 100 students and mentored by 15 professionals.

Caring for Children with Sesame Workshop

In 2022, through the second year of a partnership with Sesame Workshop, we provided new resources to support the social and emotional needs of families grappling with the impact of the COVID-19 pandemic. Building on global resources launched in 2020, the new phase included five new videos featuring beloved Sesame Street characters like Elmo and Grover as they learn to handle big changes, hold mindful moments, take care of themselves and their loved ones and so much more. In all, five videos for children – and five accompanying short videos for caregivers – were released through the year in languages including English, Spanish, Arabic, Hindi and Korean.

Supporting Communities in India

Our robust corporate social responsibility efforts in India span a wide variety of programs related to health, education and the environment.

In India, one in nine people are likely to develop cancer in their lifetime, and the incidence of cancer is continuing to increase.[1] One of our community programs seeks to address this trend through educating healthcare professionals in the diagnosis and treatment of cancer so that services are more readily accessible to more people. The Affordable Cancer Care program in collaboration with Tata Memorial Center Cancer Institute was started in 2020 and operates in more than 15 districts to facilitate mass cancer screenings, early detection and treatment.

In 2022, we expanded the program in Punjab, Andrapradesh, West Bengal and Nagaland through training sessions for approximately 200 general physicians. We also expanded the program in Maharashtra so that more healthcare professionals could bring cancer services to patients in district hospitals. We supported training for 229 medical and paramedical staff, 700 community health workers and 40 doctors and nurses at Tata Memorial Hospital.

An estimated 104 million people, or 9% of India's population, live in densely populated settlements marked by substandard housing, lack of access to clean water and power and severe poverty.[2]

For the children in these settlements, the obstacles to a healthy and successful future are large, and opportunities for education are limited. Children routinely lack support to seek an education and, if they do, often drop out because of lack of access to basic hygiene and toilet facilities.

To help address this gap, Viatris supports a special supplementary education program for children in Hyderabad called Akshay Vidya, run by the Ekalavya Foundation. The program provides education to students in school and to those who have dropped out through special learning centers established in their communities. The centers offer evening classes with trained tutors and provide smartphones for groups of students to facilitate continuous learning and monitoring.

Viatris initially supported 20 centers covering approximately 600 students. But because of the success of the centers, the program was expanded to 40 centers with approximately 1,200 students. The tutors often hail from the local community to earn trust among the students and showcase local role models. The learning centers also have become safe havens that offer comfort to some children and adults.

The Ekalavya Foundation was established in 2006, and its Akshaya Vidya project to promote education for children living in disadvantaged communities was launched in 2011. The program includes academics, extracurricular and co-curricular activities, health, hygiene, culture and other topics with the goal of helping children develop and become a part of modern society.

Sources

[1] Cancer incidence estimates for 2022

[2] World Population Review

Other programs in India in 2022 included:

Healthcare

Constructed an additional hospital building for General Hospital, Dhar, Indore, which benefits more than 10,000 people every year.

Donated 10 cardiac monitors and one defibrillator to Gunam Hospital, Hosur, Tamilnadu, which has benefitted about 420 patients to date.

Donated medical equipment to Primary Health Center, Sabbavaram, Vishakhapatnam, which benefits more than 10,000 people every year.

Screened for free more than 6,000 people using the Mobile Liver Clinic in partnership with the Institute of Liver and Biliary Sciences.

Education

Supplied an invertor, batteries, 2,000 computer systems and other accessories to approximately 500 students at the Primary Health Center, Poosapattirega and the Police Welfare School, Vizianagaram.

Constructed and donated two classrooms and furniture for the Government Higher Primary School, Doddakannelli, Bangalore, benefitting 650 students.

"I am proud of the important work Viatris does to build more resilient communities across India where I live and work, as well as around the world."

— **Michelle Dominica**
Head of India CSR and Administrative Services, Viatris

Community Welfare

Constructed purified drinking water facilities for the B Hosahalli and Neraluru villages in Bangaluru, which will benefit approximately 1,800 people. Constructed and handed over two purified drinking water facilities for Gumpam and Kovvada, Vizianagaram, which benefits more than 1,200 people from 300 families.

Encouraged farmers to adopt organic farming methods to improve soil health, reduce water use and mitigate air pollution at Anneswara Panchayath, Bangalore. The program benefits more than 1,200 people from 315 households and 670 acres of land.

Management Disclosure and Performance Data

THIS CHAPTER INCLUDES:

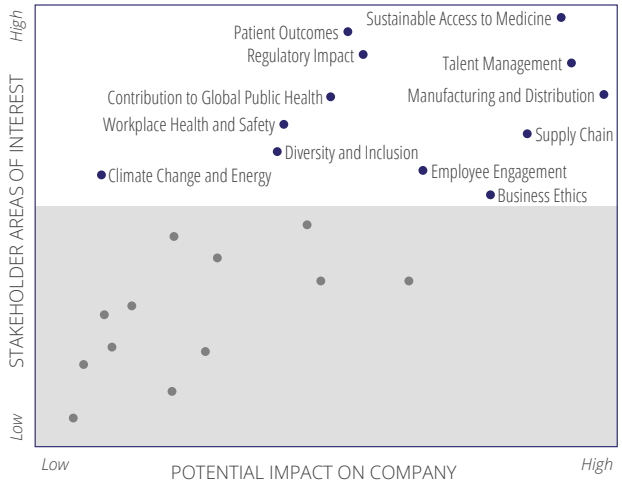
ESG Topics Of Priority

We conducted an assessment of internal and external perspectives on topics potentially pertinent to future ESG-related areas of focus for Viatris in 2021. The assessment was not intended to be, nor does it reflect, a quantitative evaluation of or commentary on strengths or weaknesses in the noted areas. It was intended to help inform our future decisions regarding matters relevant to long-term sustainability and ESG-focused strategies as well as for the purposes of GRI-related reporting.

The assessment aimed to survey the evolving external sustainability and ESG perspectives across geographies and reflect the issues we believe internally are most relevant given our knowledge of our business, operations, and global workforce. We considered input from external stakeholders and research from other sources, capturing viewpoints and feedback from customers, partners, investors, NGOs, employees, community groups and policymakers. Internal perspectives were provided by functional leaders and internal experts representing key areas of our company and spanning our geographic footprint.

The following table depicts the full list of topics that were considered in this exercise, while the matrix indicates the relative degree of external stakeholder interest and potential company impact as perceived internally for the top-ranked topics. The outcome helped inform our initial company-wide sustainability goals.

We will continue to evaluate and review external developments to determine, based on our knowledge of the company, our platforms, our workforce, and the industry, any appropriate changes to our areas of focus and priorities. We are now looking forward to updating our priority assessment.



FULL LIST OF TOPICS ASSESSED

Access to Medicine
Manufacturing and Distribution
Product Donations
Sustainable Access to Medicines

Being a Responsible Employer
Diversity and Inclusion
Employee Engagement
Talent Management
Workplace Health and Safety

Societal Impact
Community Engagement and Impact
Contribution to Global Public Health
Local Community Capacity Building
Patient Outcomes

Environmental Stewardship
Climate Change and Energy
Environmental Protection
Product Stewardship
Waste and Water

Responsible Business
Business Ethics
Corporate Governance
Data Privacy and Protection
Ethical Marketing and Promotion
Human Rights
Regulatory Impact
Responsible Product Development
Risk Management
Supply Chain

Viatris' priority topics relate to our mission, our people and our business, and include:

- Sustainable Access to Medicine, Patient Outcomes and Contribution to Global Public Health
- Talent Management, Employee Engagement, Workplace Health and Safety and Diversity and Inclusion
- Manufacturing and Distribution, Supply Chain, Regulatory Impact, Climate Change and Energy and Business Ethics

Access and Global Health

Our Portfolio and Reach	2020	2021	2022
Total number of doses sold	>80 billion	>80 billion	>80 billion
Number of molecules	>1,400	>1,400	>1,400
Number of countries and territories reached	>165	>165	>165
Major therapeutic areas	>10	>10	>10
Coverage percentage of the top 10 causes of death globally	100%	100%	100%
Coverage percentage of the top 10 causes of death across low- and lower-middle income countries[1]	100%	100%	100%
Total investments in R&D	$555.1M	$751.1M	$698.6M
Products in development by region[2]			
Developed Markets	180	210	200
Emerging Markets	90	70	100
Greater China	40	30	25
JANZ	45	65	70
Products pending approval by region[3]			
Developed Markets	430	530	470
Emerging Markets	1,200	1,050	820
Greater China	5	15	15
JANZ	45	10	25

Our Portfolio and Reach	2020	2021	2022
Customer service levels			
Developed Markets	93%	93%	90%
Emerging Markets	98%	96%	96%
Greater China	100%	100%	99%
JANZ	98%	98%	99%
Number of medicines on the WHO's list of prequalified products (including cross-listed approvals)[4]	60	58	62
HIV/AIDS:	36	34	35
Reproductive health	9	9	10
TB	6	6	7
Hepatitis	4	4	4
Malaria	2	2	2
Biotherapeutics — Oncology	2	2	3
Influenza	1	1	1
Number of patents maintained to date[5]	5,228	3,400	>3,100
Licenses via the Medicines Patent Pool[6,7]	5	6	7
Number of countries on the Access to Medicine Foundation list of Access Countries to which Viatris supplies products	97/106	99/108	97/108

Sources

[1] WHO: The top 10 causes of death
[2] Numbers have been rounded and refer to a unique molecule + dosage form by segment
[3] Numbers have been rounded, (molecule + form + country)
[4] As of January 3, 2023
[5] Including active and pending patents
[6] Medicines Patent Pool
[7] Data for 2020 and 2021 have been updated for accuracy

As part of expanding access to medicine across geographies, in 2022, we:

- Received >470 global product approvals
- Completed 10 drug master filings
- Completed >134 submissions in >110 different countries, including >85 products in Emerging Markets
- Made >600 regulatory filings, which includes >250 individual market submissions for Emerging Markets

Ensuring Quality and Patient Safety in Processes and Products

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 developing products to sourcing of raw materials to producing and distributing finished dosage forms – is grounded in this commitment.

Quality Management

We maintain a robust quality infrastructure and strategy, encompassing all our operations and manufacturing sites globally. This infrastructure is comprised of the extensive experience and expertise of our personnel, our comprehensive Global Quality Policies that establish uniform requirements for fundamental processes and controls within our Global Quality Management System (QMS), as well as Global Quality IT systems, which are implemented and designed to establish industry best practices, consistency and global quality assurance throughout our network.

All our operations are supported by robust quality systems and standards and processes which are designed to ensure product quality and patient safety. These programs are designed and implemented across our global operations to ensure compliance with statutory and regulatory requirements, such as current Good Manufacturing Practices (cGMP), Good Pharmacovigilance Practices (GPvP), Good Distribution Practices (GDP) and Good Clinical Practices (GCP) for all markets that they serve. Each of our sites within our global network maintain the relevant licenses and GMP certifications required by their respective market and approved product authorizations.

We embed and incorporate relevant quality guidelines into our Global Quality Policies, including: Eudralex, Falsified Medicines Directive, ICH Quality Guidelines, WHO GMP, Food and Drug Administration Safety and Innovation Act and the EU Excipient Risk Assessment for ascertaining the GMPs for all the excipients of medicinal products for human use. We have developed and maintain a Regulatory Intelligence, Quality Action System and Knowledge Management Dissemination Program to inform, evaluate and implement regulatory updates, industry trends and internal knowledge across the Viatris network.

Our QMS and Product Safety and Risk Management System maintain standard operating procedures for quality-related core components, including the following:

- Managerial oversight and responsibility
- Ongoing and continuous training
- Frequent internal site and external supplier, contractor and service provider audits
- Testing practices and compendial compliance
- Product risk assessment
- Regular compliance monitoring and communication
- Incident investigation and corrective and preventive action
- Standardized document control and change management
- Compilation, trending and review of key quality metrics

In addition to the aforementioned quality standards for the development, manufacture and distribution of pharmaceutical products, several sites across our network have obtained external certification of their quality management systems including but not limited to ISO 9001 for general quality management, ISO 13485 for quality management for medical devices and related services and ISO 22716 for Good Manufacturing Practices for cosmetics.

Quality Governance and Organization

The Head of Global Quality reports to the President, and the following functions are within the overall Global Quality structure:

- Global Operations Audit
- Global Learning and Development
- Global Quality Compliance
- Global OSD and API Quality
- Global Injectables Quality
- Global Dermatologics Quality
- Global Complex Products Quality
- Global Clinical and Bioanalytical Quality
- Global Quality Systems/QA IT Technical Quality
- Global Quality Investigations, Surveillance and Regulatory Communication
- Global External Supply Quality and Supply Chain Quality
- Global Quality Integration

We continuously evolve our quality organization to ensure alignment with our business operations and to enhance compliance with applicable standards. Existing global quality resources are embedded within operational verticals to align closely with business units and drive consistency across sites. These enhancements promote closer connectivity among operational leaders and effectively safeguard product quality, supply continuity and patient access.

As a result of integration activities in 2022, Global Quality Policies were evaluated and enhanced to capture the best practices of both legacy Mylan and legacy Upjohn and to reflect current guidance, requirements and health authority expectations. Examples include Investigations, Data Integrity and Process Validation. Furthermore, legacy Upjohn sites were successfully integrated into Viatris' Quality management systems, including but not limited to Change Control, Investigations, Complaints, Document Control and Learning Management Systems. As part of this work, reviews of the requirements of applicable quality guidance documents such as the FDA, EMA and ICH were included to ensure that Viatris' quality systems have appropriate controls in place to prevent, identify and/or manage risk with respect to product quality.

Training for Continuous Improvement

Our Global Learning and Development program provides comprehensive and effective training to ensure the access to and delivery of knowledge to global operations personnel in coordination with vertical and site-based training programs. This program coordinates and standardizes training requirements, content, techniques and training delivery methods to continually strengthen our corporate learning culture.

We also have developed and maintain a regulatory intelligence program that provides personnel access to current global regulations, publications and industry trends.

Our Global Learning Development program ensures that role - specific and periodic cGMP training programs are compliant with regulatory requirements both regionally and globally. In addition, cGMP training is conducted on an annual basis and more frequently in accordance with regulatory requirements at the site and/or global level. Training programs are developed and maintained at a site/vertical level in adherence to local regulations and dosage form requirements but maintain alignment with Global Training requirements delineated as part of our Viatris Global Policies.

In addition to training on the theory and practice of cGMP, we utilize a curriculum-based approach to ensure all analysts, operators, and other personnel are fully trained based upon their defined job descriptions and assigned duties. The curricula are uniquely designed for specific job descriptions.

Procedural and cGMP training is required for all personnel whose duties are in any way associated with the manufacturing, packaging, processing, holding or testing of products or whose duties require them to enter manufacturing areas or laboratories, as well as any other personnel whose activities could affect the quality of the product. Personnel working in areas where contamination is a hazard, such as clean areas, sterile areas or areas where highly active, toxic, infectious or sensitizing materials are handled, are given additional specific training. Training in cGMP is conducted by qualified individuals to ensure that employees remain familiar with the specific cGMP requirements applicable to them.

Quality Monitoring and Assurance in Our Operations

Our Global Operations Audit program relies primarily on oversight by a specially trained team of internal global experts, augmented and supported by independent third parties. The global proactive internal audit program is a key component of our strategy, oversight and surveillance of the quality performance across our network. It serves to ensure compliance with the GQM/GQP and global cGMP regulations, and the internal audits are designed for that purpose.

The Quality Surveillance Program at Viatris is an independent assessment intended to analyze repeat product/process events with common causes and to identify potential trend signals.

- Dedicated audit leads are assigned to quality operations within each vertical to participate in all internal audits within that vertical. Site and vertical leadership collaborate to ensure continued, robust processes and to periodically evaluate existing processes and risk mitigation mechanisms. Internal audits are performed on a one- to three-year cycle based upon facility type, historical regulatory inspection performance, and potential risk for each production/API site, packaging site, distribution site and laboratory site.
- Internal sites are required to formally respond to all observations within 15 business days to the Global Operations Audit team and take appropriate corrective and preventative actions in response to any observations, with set timelines for implementation.
- Quality councils at each site oversee and monitor key performance indicators, track quality incidents, identify trends and have the authority to escalate incidents to senior quality leadership.
- At the global level, senior quality leadership routinely reviews and monitors key performance indicators from each vertical/site and their respective corrective/preventive actions for incidents and trends.

The global internal audit program includes expedited timelines for the issuance of observations and increased site leadership engagement to ensure the immediate remediation of the identified observations. We maintain a strong focus on global investigations oversight, third-party management and surveillance across our sites and further enhanced our investigatory and surveillance programs throughout 2022.

Following each internal audit, the inspected site is required to submit a corrective and preventive action (CAPA) plan to remediate any identified discrepancies. These CAPAs are submitted to our Global CAPA Management team for review and approval. Furthermore, any CAPAs from critical and/or major observations are reviewed and verified for completion by the Global Operations Audit Team prior to observation closure. In addition, CAPAs from critical and/or major observations are subject to additional review upon next scheduled internal audit to ensure compliance and the CAPA effectiveness.

Quality Risk Assessment

Proactive risk assessment is central to our approach to ensuring quality. We apply the principles outlined in the International Conference of Harmonization (ICH) Q9 Quality Risk Management as well as those in ICH Q10 Pharmaceutical Quality System.

Quality Culture

Colleagues are provided training on quality culture to ensure personnel have a clear understanding of our commitment to quality. Key components of our quality culture include:

- **Excellence** via Quality: We must all do what's right, not what's easy. We focus on getting our work done right the first time. We follow our robust processes and pay close attention to detail. And we understand the science.
- **Integrity** via Quality: If you see something that isn't right, speak up. Our reputation depends on it. We are all accountable for operating with integrity and empowered to take action to do what is right.
- **Accountability** via Quality: At Viatris, we are all accountable for operating with a quality-first mindset. Our commitment to quality gives patients the assurance they need to be empowered to live healthier at every stage of life.
- **Proactivity** via Quality: We are proactive and seek to address issues before they become problems. We collaborate with others to generate solutions and implement them quickly.
- **Reliability** via Quality: A focus on simplification — overly complex processes can lead to mistakes. We never settle for "good enough." Business continuity is enabled by a commitment to quality.

Ensuring a High-Quality Supply Chain

To help ensure the integrity of our supply chain, a highly experienced Viatris cross-departmental committee including Sourcing and Quality undertakes a rigorous review of suppliers and third parties prior to their selection for the supply of active pharmaceutical ingredients and drug products. After selection, those suppliers and third parties execute an agreement that specifically details our expectations and the right to conduct regular on-site audits

to ensure ongoing compliance with regulations, maintain applicable regulatory reporting requirements and allow access to all records related to the supplied products, among other requirements. As part of our external audit process with suppliers, contractors and service providers, auditees are required to provide formal responses to observations cited as part of the audit to the Global Operations Audit team within 30 days for review and acceptance by our Global Quality CAPA Management team.

To support external suppliers in meeting quality standards, we may place company Quality personnel at the site of a supplier to engage, monitor and mentor the site team and foster continued quality compliance.

- Our Global Operations Audit team conducts routine audits to assess the strength and performance of the QMS. The frequency of these audits, every two-five years, is based upon cyclical audit requirements by facility type, historical regulatory inspection performance, and key product launches. Cyclical audit requirements are supported by health authority audit requirements and/or recommendations.

For the latter part of 2022 and into 2023 as on-site visits became more accessible, Viatris has evolved the Global Operations Audit program for both internal and external audits to a hybrid model that incorporates both onsite and virtual audits.

- In total, 777 GMP, 69 GCP and 13 pharmacovigilance (PV) audits were conducted by Viatris' Global Operations Audit team at our internal facilities and external suppliers, contractors and service providers.

External contractors, suppliers and service providers approved for business with Viatris are recorded in an internal global database that encompasses a mixture of third-party manufacturers (sterile and non-sterile), third-party packagers, third-party laboratories, distribution centers, miscellaneous service providers, API suppliers (sterile and nonsterile), excipient suppliers and packaging component suppliers.

Working with Health Authorities

We constantly review our products, processes and facilities throughout our network and work closely with external health authorities to ensure transparency regarding emerging information, including shortages, the development of new scientific and testing criteria and evolving regulatory and manufacturing expectations everywhere we operate. We continuously learn from these interactions as scientific, technological and regulatory expectations continue to evolve.

- Health authority inspections provide extensive external certification of Viatris' internal sites and our external contractors/suppliers and provide authorization for further production and marketing.
- We work diligently to address all observations identified by Health Authorities and continue to make progress resolving Viatris' active FDA Warning Letters, including the closure of the FDA Warning Letter for our Unit 7 facility on February 16, 2023. FDA recently completed a follow up inspection at our Unit 8 API Facility with no 483 being issued.[1]
- In 2022, approximately 120 health authority inspections were conducted across our facilities. The number of health authority inspections has continued to increase globally to account for normal health authority inspection cycles and sites that were not inspected during the COVID pandemic due to health and safety concerns related to COVID-19.

In 2022, approximately 120 health authority inspections were conducted across our facilities.

Product Safety & Risk Management

Our Product Safety & Risk Management (PSRM) function has a Pharmacovigilance (PV) system with robust processes described in >120 global policies, standard operating procedures and work instructions, altogether ensuring patient care and safety in relation to the use of our products during both their development and their placement on the market.

As a major milestone in 2022, we created one Viatris global PV system to enable global oversight of patient safety and regulatory compliance. The integration work also involved building and expanding our organizational structure by hiring >350 additional highly qualified and experienced medical and scientific personnel to support our complex products.

As part of our PV system, the risk-benefit profile of all our products is continuously monitored and assessed through various core PV activities, such as Individual Case Safety Report (ICSR) management, aggregate data review and reporting, Signal Management and Risk Management Planning.

Global PV governance committees, such as the Corporate Product Safety Committee and the Pharmacovigilance System Oversight Committee, are responsible for the periodic and ad-hoc evaluation of new safety-relevant information so that the timely communication of the important new safety information to the regulatory authorities, healthcare professionals and patients is ensured, and they also facilitate full oversight of the compliance and performance of the Viatris PV system.

To manage the safety of a diversified and complex product portfolio – consisting of prescription medicines, over-the-counter medicines, combination products, medical devices, food supplements and cosmetics – we have highly skilled and trained cross-functional teams of more than 1,000

Sources

[1]As per May 5, 2023

medical and scientific professionals who review and report our risk and benefit assessments to regulatory authorities worldwide.

- In 2022, the company submitted more than 350,000 Individual Case Safety Reports and more than 1,450 aggregate reports to regulatory authorities and business partners with a high compliance rate.
- The company currently has more than 340 risk management plans and associated interventional measures designed, where required, to help ensure our products are used safely and effectively.

As part of our PV system, the benefit-risk profile of all our products is continuously monitored and assessed, ensuring safety information about our products is provided to regulatory authorities, healthcare professionals and patients in a timely manner. Also, PSRM is engaged in a number of Post-Authorization Safety Studies (PASS) to ensure the safety of approved products is monitored continuously with effective risk minimization measures.

Our PV system operates in accordance with global policies, standard operating procedures and work instructions. to ensure managerial responsibility and standardized processing for all activities. The procedures are continuously monitored for appropriateness and updated, as necessary, to enhance the overall system or to adopt regulatory changes.

Key activities are monitored for performance and compliance against standards, targets and thresholds. The PV system is subject to Viatris-internal audits, business partner audits and inspections by regulatory authorities from around the world. The company's compliance and deviation monitoring mechanisms are in place for any observations resulting from audits and inspections to ensure they are thoroughly analyzed for root causes and that their impact is addressed.

As appropriate, the required corrective and preventive actions are implemented and their effectiveness is tracked to ensure compliance with worldwide pharmacovigilance regulations. All processes are designed to be compliant with the EU Good Pharmacovigilance Practices (GVP) and General Data Protection Regulation (GDPR) or, if applicable, stricter regulations anywhere in the world.

The internal audit schedule relating to pharmacovigilance activities is based on a robust risk assessment with all PV system processes in scope. The frequency of the audits is normally annually for global processes, every three years maximum for global service providers and approximately once every four years or less for affiliates based on a risk assessment.

Our Product Safety & Risk Management (PSRM) function is a key component of our PV system and participates in all internal and external audits.

In 2022, 10 internal and three external audits were performed by Viatris' Global Operations Auditing function. In addition to this, Viatris PSRM hosted seven external PV audits and 29 audit questionnaires by business partners and five PV inspections by regulatory authorities. No critical findings were identified in these audits and inspections in 2022.

We conduct training that complies with the company's policy on PV Training Standards, which defines training curriculum, its frequency, effectiveness measurements, documentation and other requirements. Employees who are part of our PV system are assigned professional development training courses based on individual experience. In 2022, more than 44,000 individuals participated in our mandatory annual Basic PV-training, which included Viatris' workforce and staff of applicable service providers.

We have robust processes to ensure that pharmacovigilance obligations are consistently and adequately considered for all new/updated/terminated business relationships with third parties. PSRM liaises with such third party stakeholders to ensure pharmacovigilance requirements are identified and assessed. Following this assessment, a Pharmacovigilance Agreement (PVA), if required, is established and implemented. The company currently manages more than 1,000 active PVAs for various business relationships.

In our ongoing effort to innovate and enhance our system, we continued our work in 2022 to further explore the use of emerging technologies, such as cloud-based solutions, automation, artificial intelligence (AI), data analytics and digital communication interfaces in our areas of safety-case report management, upgrading our global safety database (ARGUS) and safety surveillance to potentially enhance our product safety evaluation, communication and risk mitigation capabilities. The implementation of these solutions was conducted in accordance with all Viatris company security and privacy procedures.

During the COVID-19 pandemic, the PSRM function implemented the Pharmacovigilance Business Continuity Plan, which outlines a comprehensive approach to risk management, staffing and safety systems, among other items, to ensure continued operations during unplanned disruptions. This helped minimize the potential impact to patients and HCPS.

Product Testing

All ingredients used in our products undergo rigorous testing to ensure they meet registered specifications. For all products, as regulated by cGMP, we conduct extensive testing, including raw materials as well as intermediate and finished products. As required by applicable regulations, we also conduct post-distribution stability testing.

Product Recall Management

Effective quality and product safety management systems are designed to detect and manage potential risks. These programs may result in Health Authority Notifications (such as Field Alert Reports) and/or product recalls as part of their design. Health Authority Notifications can be used to quickly identify potential quality defects in distributed drug products that may present possible risk. Recalls are largely initiated by a pharmaceutical company voluntarily as a precautionary measure in cases of possible risk to the quality and safety of the product and/or the patient. However, a recall decision is

not always driven by quality concerns in the medicine itself and may be conducted for other reasons such as changes to artwork, labeling or product shelf life.

There is currently no globally harmonized international standard on what constitutes a recall. Viatris has established standard best practices through the implementation of a global standard operating procedure detailing the notification and assessment of critical quality events to determine whether notification to the national health authorities, and/or a recall will be conducted. Such decisions are made in alignment across Quality, Legal Regulatory, and Communication teams including the oversight of the Global Head of Quality. Each site must develop and maintain a written procedure to govern the recall of products based upon local health authority regulatory requirements in the territories in which their respective products are provided. A product recall serves to safeguard the health of patients — demonstrating our responsibility and the efficacy of the Quality Management System (QMS).

It is relevant to point out that as the vast majority of recalls are voluntary and not mandated by health authorities, the level of conservatism demonstrated by a company can influence its total number of recalls. This number is also heavily impacted by the type and number of products within a company's portfolio, along with other factors.

Conducting Responsible Clinical Development

Clinical operations, including clinical trials, are key to advancing access to medicine for patients across the world. We are committed to conducting clinical trials in an ethical way and to promoting patient safety and the protection of patient rights throughout the study's lifecycle. Our global program for clinical research and applicable standard operating procedures are designed to adhere to international best practice and good clinical practice (GCP) as defined in the Declaration of Helsinki and the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) framework.

In 2022, we continued research activities across diverse regions in which patients may experience various health care and/or economic challenges. Our research encompassed varied therapeutic areas, including mental health disorders, dermatologic conditions, ocular maladies and reproductive health, among others. Viatris has increased its focus on ophthalmology therapies, and several associated studies are planned for 2023 as this therapeutic area expands at Viatris.

We conduct clinical trials in many regions of the world as part of the process to eventually make treatments available to patients. To support the geographic expansion of products and bring more products to more patients with diverse needs, the number of trials in new settings has increased. Moving forward, Viatris will continue to work to include patient representatives of the regions where approval is sought, focusing on improving patient access to needed therapies globally.

Diversity in Clinical Trials

Viatris supports efforts focused on diversity in clinical trials and works to include diverse patient populations for global studies that will be submitted for approval to health authorities around the world. Considerations for diversity include both demographic criteria (e.g., gender, race and ethnicity) as well as non-demographic criteria (e.g., co-morbidities, organ dysfunction, the extremes of weight ranges). Viatris is committed to working with health authorities to enhance safety, scientific rigor and diversity in our clinical trials.

Health authorities across the globe have called for increased pediatric research to support accurate labelling for pediatric populations. Viatris committed to comply with with applicable GCP requirements to ensure that pediatric clinical trial requirements are implemented with a focus on patient safety and integrity.

Management and Oversight

The Head of Global Clinical Operations reports to the Chief Medical Officer, who reports to the company's President. Our Global Quality Management System (QMS) is at the core of our clinical investigations. It includes procedures on internal processes associated with drug development as well as processes for overseeing and auditing outsourced activities completed by our vendor partners. Dedicated independent members of our Quality team conduct periodic assessments and audits across our operations and at our vendors. Any potential or actual incidents are managed through clear processes and escalated to senior management as appropriate. Our QMS requires the ongoing review of procedures to ensure continued alignment with GCP regulations and guidance documents.

Our range of clinical experience and scale includes:

- 27,000 study participants across nine therapeutic areas;
- 800 pharmacokinetic/pharmacodynamic modeling/adhesion and human factor studies with over 30,000 healthy volunteers; and
- more than 80 clinical development and post marketing programs inclusive of Phase I, Phase II/III and Phase IV.

Global Standards

Regardless of where the trials are conducted and whether they are performed in-house or by a qualified third party, adherence to Good Clinical Practice (GCP) applies, promoting adherence to applicable policies, procedures and regulatory requirements. We develop clinical study protocols for every clinical trial that contains criteria and procedures for the conduct of each trial. The procedures for clinical site assessment are developed prior to the selection of investigators. The company maintains procedures that require ongoing evaluation of a clinical site's conduct of clinical studies from study initiation through the study's completion. We work with our partners to ensure that clinical investigators are carefully screened prior to being selected to participate in a clinical study and require that clinical investigators conduct careful screening and selection of patients consistent with written study protocols.

We also require that all clinical studies receive review and approval from institutional review boards/independent ethics committees (IRB/EC). These committees evaluate and provide approval and ongoing review of clinical trials with a primary goal of ensuring patient rights and safety. The review of each clinical study must be properly documented for every clinical site participating in a clinical study for the company. IIRB/EC documentation of review/approval must be available for all clinical sites that participate in a clinical study. Additionally, health authorities may place clinical study activities on hold should there be concerns that arise that warrant such action.

The company's governance councils, quality committees and clinical development teams oversee the conduct of clinical trials, including regular monitoring of ongoing trials, and partner with internal and external experts and investigational sites to promote patient safety and data integrity across our clinical development programs. In addition, we use quality councils, governance boards and independent data monitoring committees when appropriate to support quality, safety, and protection of participants in our clinical development programs.

Our standard operating procedures specifically address the requirements associated with the development of Investigator Brochures, Clinical Protocols and Informed Consent Forms to adhere to applicable regulations. A cross-functional development and review process is incorporated into the procedures to ensure that experts in various functions have input into the design and approval of these documents. These documents provide clinical investigators with sufficient background on the investigational product to protect the safety of research participants, that the clinical study is scientifically rigorous and that participants are well informed of the potential risks and benefits, study goals, procedures, and their critical role in clinical research. All employees involved in this aspect of a clinical trial are subject to training for this purpose.

Informed Consent

The company's standard operating procedure governing the informed consent process is part of the QMS. It includes detailed procedures regarding the development, review, approval, implementation and confirmation of the informed consent process for adult and pediatric trials.

- Informed consent documents are written in a manner that allows potential trial participants, regardless of reading skills and local language, the ability to make an informed decision that considers the potential risks and benefits of trial participation.
- Local independent ethics committees review and approve informed consent forms prior to patient participation in a clinical study.
- The clinical investigator ensures that patients understand the informed consent document prior to participation in the clinical study.
- As part of adhering to GCP, trial participants are provided instructions for contacting clinical site staff to address questions and concerns during the course of the clinical trial.

Site staff are likewise provided company clinical development team contacts who are available to provide support as needed.

Risk Management in Clinical Development

The QMS provides procedures on assessing potential risks associated with the various aspects of clinical development, such as study design, vendor selection, site selection and patient populations. The application of data analytics supports efficient trial management and oversight.

Trial Data Transparency

The company's QMS addresses the publication of clinical trial data in publicly accessible registries, as required by global regulations to promote transparency. We publish results of applicable clinical trials in publicly accessible registries including www.clinicaltrials.gov and others. As part of complying with the GCP, we follow the Food and Drug Administration Amendments Act (FDAA) 801 and the Final Rule requirements for disclosure and results posting in the U.S. and adhere to EU and other regional requirements for clinical trial transparency.

The company also maintains procedures that describe a scientifically rigorous process for the preparation and dissemination of scientific articles addressing the results of clinical trials to ensure that HCPs and patients have access to information on the results of clinical trials.

Moving forward, Viatris' Global Clinical Operations will continue to work to transform the clinical trials process through new ways of working and process optimization with the implementation of innovative clinical trial solutions from end to end, as well as globally aligned systems and processes. Our priorities will always be patient safety, regulatory and protocol compliance and data integrity.

Animal Studies

We do not conduct animal testing unless it is required by national regulations. We are committed to the "3R" approach (Replacement, Reduction and Refinement) with respect to ethical animal testing. Facilities performing animal testing on our behalf are required to comply with regional scientific procedures for laboratory animal science. These facilities use and/or are approved by the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC). Our Global Operations Audit (GOA) team performs regular audits on entities and facilities involved in animal testing to ensure compliance. In 2022, GOA audited 12 AAALAC-certified facilities.

Promoting Product Security and Fighting Falsified Medicines

To mitigate the risks from counterfeit products and protect the security of products and safety of patients, we have a formal infrastructure to support oversight of product security and guide the applicable efforts. Our Product Integrity Coordination Committee consists of leaders from Compliance, Quality, Regulatory, Medical Affairs and Security.

The company's Product Security team conducts an annual risk assessment of the portfolio to determine those products that may be at a higher risk for counterfeiting or diversion activity. This assessment takes into consideration several aspects including therapeutic category, dosage type, regulatory concerns medical affairs concerns, and previous incident history. Products with higher levels of risk are given priority attention when it comes to analysis and market monitoring. We also use intelligence gathered from open market analysis to prioritize risk.

We conduct investigations when there is suspicion of counterfeit or at-risk products and to support health authorities and law enforcement investigations. In addition to internal resources, we collaborate with external stakeholders such as online sales platforms and others as needed to further identify and prevent the distribution of counterfeit products.

We have controls to guard against theft and diversion of controlled substances and operate a system to identify suspicious orders of controlled substances.

We have a cross-functional team including members from Compliance, Customer Relations, Controlled Substance Monitoring, Global Security, Distribution Center, Regulatory Legal and Regulatory Affairs that works to operate our strong programs designed to detect and prevent diversion within the supply chain. This cross-functional team has established strong partnerships with custom agents, local and federal law enforcement, and state and local licensing. At the same time, we take steps to assure that patient care is not interrupted by disruptions in the flow of medication to our customers and patients across the globe.

Our suspicious order monitoring program includes, for example:

- An experienced compliance team
- A dedicated suspicious order monitoring team
- Data and analytical programs
- Customer due diligence
- Education and training
- Ongoing engagement with state and federal regulators

In addition, we have a dedicated product diversion program that encompasses anonymous reporting mechanisms, which together with our suspicious order monitoring systems supports risk mitigation. Falsified medicine – medicine that is sold as authorized, authentic medicine but in fact contains ingredients of poor or toxic quality or dosage – continues to be an issue for the pharmaceutical industry. We have made significant investments in packaging and information technology to further enhance our ability to detect and prevent the distribution of counterfeit products.

By lowering the likelihood that falsified products will enter the supply chain, we are helping to ensure the integrity of distributed products and continued access to high-quality medicine. The company has global policies to govern validation, operations, serialization and product security. All manufacturing sites have procedures to drive consistency in packaging, management, master data and distribution of serialized product. Among these are processes to track and trace serialized products. An internal product safety group assists in monitoring the supply chain to help ensure it is not breached.

Serialization

Serialization is a process that helps companies obtain valuable information about the products they sell and where they are made and shipped. It is required by a myriad of government regulations that require pharmaceutical companies to track their products along the supply chain and verify their authenticity. The goal of serialization is to ensure that medicines reaching consumers are not counterfeit, stolen or contaminated. Our quality, regulatory and serialization teams work to ensure that serialization requirements for all countries are met. In doing so, the company works closely with industry groups such as the RxGPS Alliance, a group of multinational pharmaceutical supply chain stakeholders who have a common interest in advancing global alignment of drug serialization and tracing requirements to harmonize various standards among countries.

Serialization efforts include technology that uniquely numbers each pack and places a serialization mark, known as a 2D data matrix, on products. We work internally and externally (with contract manufacturers) to ensure that products made for patients include these identifying marks. Depending on the region, the serialization process will leverage aggregation, which places a unique code on shipping packages of our products. This code will associate the data of each packaged product.

Once products are serialized, our work continues. Large amounts of data created by serialization must be managed, maintained and reported to authorities or trading partners. Shipments to customers will also include serialization data. This new way of conducting business is driving the digital supply chain with an emphasis on data and product integrity.

For global manufacturers, the challenges with serialization are requirements that vary by market. Various versions of track and trace and endpoint authentication have emerged around the world, and we are working hard to meet these requirements to ensure access to high-quality, affordable, and authentic medications to ensure patient safety and compliance with global serialization regulations.

In 2022, Viatris implemented a Center of Excellence for Global Serialization. We improved the quality of serialization services and processes and widened the reach of capabilities as we follow the trend of an increased number of countries implementing serialization. We also integrated legacy Upjohn products into Viatris' serialization architecture.

To prepare for the U.S. FDA's Drug Quality and Security Act requirement for aggregation that will take effect in November 2023, our teams are creating solutions, systems and processes at our packaging sites and distribution center to ensure compliance.

In addition, a new Rest of World Verification and Traceability Initiative (VTI), which is a multi-stakeholder partnership, has been created. The goal of this collaboration is to support countries to reduce the urgent risk of falsified medicines in national supply chains. While we are beginning to see many new countries deploy serialization in the upcoming year, the first two markets under the VTI program will be Malawi and Nepal.

Ensuring Reliable Supply Chains

Maintaining a reliable supply of pharmaceutical products is always critical. As an essential business, Viatris has taken action to maintain a reliable supply of medicines, with special measures around critical medicines in times of volatile demand.

We rely on our suppliers and business partners to deliver high-quality, affordable and accessible products to our customers and, ultimately, to patients. In addition to robust procedures and controls, maintaining good relationships helps us to reduce risk and ensure a high-quality and reliable supply as well as advance our sustainability practices. The strong relationships with logistics partners were especially valuable in addressing the volatile changes in demands.

Global, diverse and flexible supply chains are key to timely and affordable access to medicine. Viatris' ability to supply medicines and maintain high levels of service around the world is rooted in our global network of suppliers with a robust ability to manage shocks affecting any particular region. The agility achieved through a global network improves our ability to respond to demand spikes and evolving patient needs. In 2022, we were able to maintain a global customer service level of 90% in a context of volatility in demand, inflation, and supply chain disruptions in general.

Our customer service level metric is "on-time-in-full delivery" to our customers. On time is customer specific and measured against customer agreements. In full is 100% of volume ordered. It is important to Viatris to measure service from our customers' perspective.

"Our work to address key sustainability matters helps us build more resilient operations. This work spans across our organization and beyond, ultimately enabling our ability to provide access at scale."

— Matthew T. Sines
Head of Operations Management and Governance, Viatris

We have a globally diverse supply network made up of both internal and third-party manufacturing facilities. Our network is made up of a considered mix of local, regional and global supply sites which provides significant supply chain resiliency. However, local facilities seldom only supply medicines for the local market. No country can make every medicine it needs and will still rely on external inputs for those medicines that are finished locally. Proximity of component and material suppliers to our manufacturing locations is one of the most critical elements considered when sourcing strategy is developed and executed. If there are constraints around supplies in a specific country, we use our supplier network from other countries to build resilience. Our approximately 40[1] manufacturing sites across more than five continents, combined with our global supply chain network and the facilities of the many partners with whom we collaborate on manufacturing, development, supply and logistics, offer a worldwide, strategically located network of robust size and scope.

We have approximately 650 third parties that enhance our internal capacity and capabilities. From an API point of view,

Sources

[1]Not 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.

we have built long-term strategic partnerships with our API suppliers to mitigate disruption.

We are a leading producer of API used in generic ARVs, which treat HIV/AIDS. We also produce API for products in the following areas: antibacterial; central nervous system agents; antihistamines/antiasthmatics; cardiovasculars; antivirals; antidiabetics; antifungals; and proton pump inhibitors.

Approximately half of our API comes from India and China, and the other half originates from North America, Europe and Emerging Markets. In India, we have 15[1] manufacturing facilities located in seven[1] different states, which mitigates the risk of disruption in any given part of the country.

- Viatris' top 100 products are supplied by >200 locations from 35 countries.
- Many products registered at multiple sites offer risk mitigation and flexibility to meet demand
- ~50% of our top 100 products are dual sourced for API and/or finished products
- >110 locations in >20 countries supply API for our top 100 products

For Europe, our finished dosage form facilities are supported by five different countries to mitigate risk of disruption. Viatris' global supply chain is strategically designed to support our business and to protect the quality and safety of our diverse and increasingly complex products. We are continuously monitoring inventory levels of our raw materials and dosage forms.

Designed to reach more patients with more solutions when and where they need them, our regional supply sites are often in close proximity to our key markets and utilize demand and supply data to leverage capabilities and create efficiency and flexibility across our operations. We have a Rapid Response Advanced Planning system, which is a state-of-the-art technology for supply chain planning and management. The program enables key stakeholders to be closely connected across our global operations. It enables us to update and share information in real time, allowing us to leverage capacities and resources across key functions such as commercial, supply chain, warehousing and manufacturing. We look out over a 24-month horizon and plan supply to meet both the forecast and safety stock requirements to buffer against any potential fluctuations in demand or supply. Safety stock strategies combined with interconnected global supply chains help ensure continuity of supply for Viatris' customers while also supporting broader market requirements when competitors stock out. We are constantly monitoring stock levels in our local and regional warehouses. We audit all stocking locations, adhering to GDP (Good Distribution Practice). We have worked diligently over the years to connect teams and build a better understanding of customer requirements and further improve forecast accuracy. Doing so helps us plan production and reduces the risk of excess stock.

Upholding Strong Supplier Relationships

Strong relationships and a global, diverse, flexible and transparent supply chain, supported by well-established processes, have enabled Viatris to uphold a reliable supply of medicines and address volatile demands and urgent patient needs. Viatris' Supplier Relationship Management Program focuses on risk mitigation and further enhancing long-term strategic partnerships with preferred suppliers.

Hard and soft expectations from key stakeholders of our management of key sustainability matters in our own operation as well as in our external supply chain are rapidly evolving. Our continued commitment to work more closely with our key partners in the external supply chain will help us meet these expectations and be a Partner of Choice® in building more resilient and sustainable supply chains – ultimately serving patients with a reliable supply of medicines.

Advancing Sustainable Sourcing

Viatris works with trusted partners around the globe through robust processes, practices and technologies that help us identify, evaluate, select and deliver goods and services that are cost effective, compliant and reliable. By also applying sustainability criteria in supplier engagement, we seek to further reduce risk, build resilience and contribute to more sustainable outcomes for partners across our value chain.

Our sourcing vision is to serve as an:

- Integrator of social, ethical and environmental parameters into Viatris Sourcing Practices, Standards & Strategies
- Partner of Choice®
- Catalyst for supply resilience ensuring access to more markets and patients worldwide

In 2022, our work focused on further building the foundation for sustainable sourcing including ensuring connectivity and ownership of sustainable sourcing components within applicable functions throughout Viatris via our Council for Sustainable Sourcing and Engagement. The council includes members from Viatris' vertical and sourcing leadership, EHS and CSR leadership, Quality, Legal, Operations, Compliance and Commercial. The council meets regularly throughout the year and is responsible for:

- Providing guidance and direction for sustainable sourcing
- Developing the governance, practice and reporting of sustainable sourcing
- Instilling the culture of sustainable sourcing within sourcing teams
- Setting and tracking annual sustainable sourcing goals and objectives
- Developing, implementing and aligning practices with enterprise policies and metrics from a sustainable sourcing perspective
- Continuing to expand our focus on procurement to reduce environmental impacts

Partnerships for More Sustainable Outcomes

Partnerships and collaboration are essential for progress, scale and lasting impact. To this end, Viatris is a full active member of the Pharmaceutical Supply Chain Initiative (PSCI), benefitting from joint principles on and helping to promote collectively responsible supply chain management and better conditions across the industry. We currently hold the PSCI vice-chair and are active members of several PSCI working groups. By partnering with PSCI, we contribute to finding synergies and enhance efficiencies across our supply chains, ultimately allowing us to allocate resources to the creation of sustainable access to high-quality medicine. We are also leveraging PSCI's supplier training programs to encourage our suppliers to participate in webinars and utilize training materials on topics promoting and increasing awareness of sustainable and responsible practices specific to pharmaceutical operations.

PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE
Building responsible supply chains

Viatris' Supplier Code of Conduct

Our suppliers are key to our development and the supply of high-quality medicine. Just as we are committed to conducting business responsibly and in compliance with applicable laws, we expect no less from our suppliers. We launched Viatris' Supplier Code of Conduct in 2022, replacing the codes of the legacy organizations forming Viatris in November 2020. The Supplier Code of Conduct is the guiding document for suppliers wanting to do business with Viatris and sets a minimum standard of conduct.

The code is based on Viatris' commitment to the UN Global Compact and the Pharmaceutical Supply Chain Initiative (PSCI) principles. Most Viatris employees, including all employees involved in managing our procurement and supply chain activities, have mandatory training on Viatris' Supplier Code of Conduct, including training on the topic of Labor and Human Rights. Viatris' internal communication and certain market-specific training instructs employees on how to identify risks concerning all forms of slavery and human trafficking and how to report any suspected illegal activity. To align our suppliers with the code, we initiated dedicated supplier communication to our top suppliers by spend in 2022 and will continue that process in 2023. The code is available to all suppliers and partners via Viatris' public website and is included in all new supplier agreements.

Overarching areas covered by Viatris' Supplier Code of Conduct which contain detailed expectations across sub-topics include:

- Ethical Business Practices
- Labor and Human Rights
- Health and Safety
- Environment
- Management Systems
- Sustainability Management and Disclosure

External stakeholders including members of our supply chain are encouraged to report any concerns via Viatris' Compliance Line, promoted on Viatris.com and in the Supplier Code of Conduct.

Mitigating Supply Chain Risks

We have a robust due diligence process to better understand supplier capabilities and ensure their ability to comply with regulatory and compliance requirements. As part of de-risking the supply chain, we also have a process for dedicated sustainability risk assessment and a third-party due diligence program focused on high-risk partners, including suppliers (see page 82).

Viatris' Environment, Health and Safety and Business Resiliency (EHS and BR) programs work to reduce business risks, liability risks and reputational risk by:

- Promoting transparency in the supply chain on significant EHS vulnerabilities impacting supply continuity, compliance and reputation
- Promoting responsible practices that improve ethics labor, health, safety and environmentally sustainable outcomes for our supply chains in line with PSCI principles
- Building strong and long-term relationships with our strategic CMOs/suppliers and delivering on our commitment to minimize EHS risk concerning our business, liability and reputation
- Engaging suppliers on environmental and social sustainability
- Supporting Viatris' commitments to the UN Global Compact, AMR Industry Alliance and PSCI

The EHS and BR program is based on the PSCI principles: Environment, Health, Safety, Labor, Ethics and Management systems. Viatris employs the PSCI framework in auditing our suppliers and in promoting responsible practices across our supply chain. The program provides oversight of supplier performance, works to reduce EHS and BR risks and support supply continuity of the product to the patient. We are incorporating the requirements of our supplier EHS and BR program into the sourcing strategy and decisions. Suppliers are assigned risk ratings based on the onsite EHS and BR assessment, thereby enabling Viatris' governance process to consider this as part of the supplier's decision making. Viatris works with suppliers who are amenable to actively reducing risk and improving EHS and BR performance by implementing timely corrective action plans.

We apply robust and proactive risk mitigation programs with current suppliers and for qualifying alternate suppliers. We monitor performance through reporting, trend analysis and consistent business review meetings and maintain escalation and cross-functional issue management processes.

Sourcing teams routinely meet with suppliers to review the performance of supply and create action plans to address identified risks. For our third-party finished-dose formulation suppliers, we maintain an end-to-end product management approach.

Source Selection

Source selection is a key sourcing process for direct materials to ensure vendors meet our minimum standards for quality, cost and compliance. Key vendors of strategic brands are assessed against PSCI principles, which define, establish and promote responsible supply chain practices, human rights, environmental sustainability and responsible business.

Supplier Diversity in the U.S.

Promoting DEI goes beyond our colleagues and serving patients. Advancing how we consider DEI in our business dealings is part of how we help to create more equal and resilient communities.

In the U.S., the Supplier Diversity Program supports small businesses and businesses owned by minorities, women and veterans. We are committed to continuing to build relationships with small and diverse businesses. As a U.S. federal government contractor, we complete an annual commercial subcontracting plan under which we set supplier diversity goals. We then track and report our achievements for the previous year. Additionally, we routinely monitor spending and provide employee training and access to databases featuring diverse suppliers to promote these businesses. Our senior sourcing members meet quarterly to review achievements related to supplier diversity. Moreover, we continue to make program adjustments and expand outreach opportunities, such as attending small business conferences. Viatris strives to continuously improve our procurement processes and employee training materials as we seek to consistently evolve and expand our efforts in this area.

Tackling Medicine Shortages

Drug shortages are a challenge across the globe, with several causes that are in some instances very complex. This has been especially true amid the COVID-19 pandemic. The constraints of the pandemic and the war in Ukraine have added to an already strained system, where global demand for medicine is increasing significantly, putting extra pressure on manufacturers and supply chains to produce and supply products around the globe. Global supply chain disruptions are continuing, exacerbated by global unrest and inflation. Countries are increasingly promoting policies on domestic manufacturing of medicines to strive for ensuring reliable supply. However, the solution to cross-border reliance on supply of medicines is not to duplicate production in every country around the world; it is to commit to strengthening international cooperation and commitment to ensure the free flow of medicines. At the same time, governments all over the world are facing the urgent need to manage spending amid increasingly tight budget constraints.

Generic medicines have proven to be important in addressing both challenges: Generics lower the cost of medicine through increased competition in the marketplace with the increased availability of treatments. However, generics manufacturers are facing increasing costs related with inflationary pressure combined with procurement models that often only look at the lowest price or pricing systems that don't allow medicine prices to keep up with unprecedented spikes in production costs. The combination can be difficult for industry to manage while pursuing the mission of access. Global, diverse and flexible supply chains are essential to timely access to affordable medicine and, to that end, a key element in mitigating shortages is to promote and uphold policies that protect and enable these supply chains.

Supporting Appropriate Use of Medicines

Helping patients use medicines appropriately and adhere to prescriptions are crucial factors in improving health and well-being around the world. We promote the appropriate use of medicines and have several initiatives aimed at educating patients on medical conditions and ways to better manage them. We support online portals, websites and mobile applications that offer features ranging from tracking symptoms to reminding patients about refilling prescriptions.

In addition, some digital solutions provide real-time guidance for healthcare providers to help them understand a patient's overall status. We support individual dose dispensing across several European countries to increase therapeutic adherence and reduce medication errors, which is particularly important for elderly patients taking multiple medications. Dose dispensing not only helps an individual patient use medication correctly, but it also assists caretakers and healthcare professionals in managing medications more effectively. Further, we adapt packaging to include symbols and pictograms that illustrate dosage schedules to make it easier for patients to take the right doses of medicines at the right time.

In 2022, Viatris partnered with Ludocare in France around JOE, a digital solution to improving adherence and helping with medication use for children with chronic asthma. We also partnered with BE YS Health Solutions on a remote monitoring medical device for heart failure patients.

Participating in Relevant Patient Assistance and Government-Sponsored Healthcare or Tender Programs

Viatris participates in various government-sponsored healthcare or tender programs around the world. In the U.S., we also offer a patient assistance program that provides certain medicines for free to patients with demonstrated financial need. In January 2022, we launched an updated Viatris Patient Assistance Program, which incorporates elements from the legacy Upjohn and legacy Mylan organizations and allows us to continue our commitment to helping patients get the treatments they need, when and where they need them.

Our People

Human Relations Organization and Governance

Our Human Relations (HR) function takes a people-first approach to supporting the success of our colleagues and our business by being closely integrated at all levels of the organization. The HR function operates as a modern organization via HR business partners, Centers of Excellence (COEs) and HR Shared Services with priority areas focusing on talent development, succession planning, DEI, organizational effectiveness, health and wellbeing, and engagement. This framework allows for HR to deliver solutions with specificity at the regional and local levels, while operating as a global community as we execute on our strategy.

The Chief Human Relations Officer reports to the CEO. The function provides quarterly updates to the Compensation Committee of the Viatris Board of Directors and, as needed, to the full board on executive compensation and additional topics such as talent trends, succession, DEI, integration efforts and more.

Global COEs align our people strategy with business strategy for Talent, Total Rewards, People Insights and Employee & Labor Relations in support of the company's people, performance and growth. The COEs are supported by our People Solutions team, driving efficiencies through process development, technology, analytics and project management. HR business partners aligned with business segments and functions are accountable for helping to deploy global and local programs, working closely with our teams across all segments and functions.

Actionable insights and guidance are provided by HR business partners at all levels of the organization. HR support for employee services is provided through channels that include online portals and regional people service centers.

Workforce data from across our global organization is regularly refreshed and reviewed to provide analytics and insights on talent trends to inform decision making that benefits the business and improves the employee experience.

We continue to review and evolve our best practices, programs and policies to ensure we are meeting the needs of our business, our colleagues and our society.

Compensation and Benefits

Viatris maintains robust compensation and benefits competitively positioned with the markets in which we operate. We actively manage our incentive programs to ensure they are dynamic to attract key talent and performance-driven to attract, motivate, reward and retain employees in achieving our stated objectives in support of the continued growth of our business.

Our discretionary short- and long-term compensation programs and equity grants are designed to drive the continued development of our business, recognize achievements, create shareholder value and encourage behaviors expected of leaders.

- Our short-term incentive program provides eligible employees with a bonus based on operational and personal performance, funded by the company's overall global operational results.
- Our long-term incentive program awards leaders with the opportunity for stock ownership.

Viatris' total rewards support all colleagues in living, learning, growing, performing and achieving on behalf of our mission. Total rewards include, but are not limited to, compensation, benefits, wellbeing, incentives, equity and mobility.

Viatris' total rewards are:

- Modern, competitive and market-informed;
- Human- and data insights-powered; and
- Equitable and aligned to all applicable laws.

As we continue to harmonize legacy companies into our total rewards programs, our assessment of our global portfolio of compensation programs and benefits is ongoing. In 2022, we conducted a full inventory of all benefits and initiated compensation harmonization globally.

Our health and well-being offerings focus on the physical, emotional, financial and social aspects of wellbeing. Sites around the world offer a range of benefits, including wellness programs, education incentives and retirement savings plans to help colleagues and their families live a healthy lifestyle.

Viatris remains committed to the fair, equitable treatment of individuals regardless of gender, race and ethnicity in our compensation practices and continues to take measures in support of pay equity.

Recognizing Freedom of Association

We recognize and respect the rights of employees to have freedom of association and collective bargaining as articulated in the International Labor Organization's core conventions. Around the world, we have a significant number of colleagues in manufacturing, commercial and corporate functions who are represented and/or covered by collective agreements. We engage with employee representatives globally and strive to maintain productive relationships with them, as we do with all employees.

Involving Employee Representatives

We are committed to informing and consulting with employee representatives where required and routinely obtain their input, particularly regarding the work environment, employee safety and providing wages, benefits and terms and conditions of employment aligned with the market.

Workforce Data[1]

Workforce	2020	2021	2022
Total Workforce	45,975	41,761	42,822
Employees	41,652	37,184	38,216
Contingent Workers	4,323	4,577	4,606
Employees by Gender	**2020**	**2021**	**2022**
Female	34.4%	35.6%	35.9%
Male	65.6%	64.4%	64.1%
Full-time Employees by Segment	**2020**	**2021**	**2022**
Overall	98.5%	98.5%	98.5%
Developed Markets	96.4%	96.0%	96.1%
Emerging Markets	100.0%	100.0%	100.0%
Greater China	99.9%	100.0%	100.0%
JANZ	98.9%	99.0%	99.2%
Employees by Segment and Gender	**2020**	**2021**	**2022**
Developed Markets	39.2%	36.2%	35.3%
Female	48.6%	51.7%	52.2%
Male	51.4%	48.3%	47.8%
Emerging Markets[2]	41.7%	43.6%	44.5%
Female	16.6%	17.4%	18.0%
Male	83.4%	82.6%	82.0%
Greater China	13.0%	14.7%	14.8%
Female	50.2%	50.6%	51.5%
Male	49.8%	49.4%	48.5%
JANZ	6.1%	5.5%	5.4%
Female	30.0%	33.9%	34.4%
Male	70.0%	66.1%	65.6%

Employees by Function and Gender	2020	2021	2022
Commercial	31.6%	32.5%	31.4%
Female	48.3%	50.5%	50.5%
Male	51.7%	49.5%	49.5%
Enabling Functions (General and Administrative)	7.6%	8.1%	9.4%
Female	43.5%	43.3%	44.8%
Male	56.5%	56.7%	55.2%
Operations	52.9%	50.7%	49.7%
Female	23.2%	23.1%	23.1%
Male	76.8%	76.9%	76.9%
Scientific Affairs	7.9%	8.7%	9.5%
Female	44.5%	44.7%	45.7%
Male	55.5%	55.3%	54.3%

Viatris' EEO-1 data is available on Viatris.com.

Viatris values diversity and embraces uniqueness and every person's experience of self, including all dimensions of gender. We currently report on gender categories of female and male in accordance with the applied reporting standards.

Workforce refers to the entire population of both employees and contingent workers.

[1]Data as of Dec. 31, 2022

[2]India makes up 77% of Emerging Markets' workforce. India operations specifically makes up 57% of Emerging Markets' workforce

People Managers[1] as a % of Overall Female or Male Workforce	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
People Managers Overall	15.1%	16.4%	15.6%	17.3%	16.0%	17.6%
Developed Markets	16.3%	21.5%	16.7%	23.3%	17.1%	23.9%
Emerging Markets	12.8%	13.7%	14.3%	14.8%	14.6%	15.0%
Greater China	15.4%	15.6%	14.8%	15.4%	16.3%	15.7%
JANZ	10.4%	16.2%	12.2%	17.0%	11.2%	17.6%
Senior Management by Gender[2]	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Overall	21.5%	78.5%	22.2%	77.8%	21.4%	78.6%

Employees by Age Group	2020	2021	2022
Average Age	39.7	39.6	39.8
Under Age 35	39.0%	38.4%	37.0%
Ages 35-54	51.5%	53.1%	54.2%
Ages 55 and over	9.5%	8.5%	8.8%
Career Progression by Gender[3]	**2020**	**2021**	**2022**
Overall	16.7%	20.0%	20.7%
% of Overall Female Population	15.4%	19.8%	18.0%
% of Overall Male Population	17.3%	20.2%	22.1%
Employee New Hire Rate[4]	**2020**	**2021**	**2022**
Overall	9.6%	11.3%	14.4%
Female	11.5%	14.4%	17.3%
Male	8.6%	9.7%	12.6%
Average Employee Tenure[5]	**2020**	**2021**	**2022**
Overall	9.5	8.5	8.6
Female	9.0	7.9	7.8
Male	9.8	8.8	9.0

Employee Turnover Rate[4]	2020	2021	2022
Overall[6]	8.1%	23.1%	12.4%
Female	9.5%	23.7%	14.5%
Male	7.4%	22.8%	11.3%
Voluntary Employee Turnover	6.1%	9.8%	9.5%
Female	7.1%	11.5%	11.0%
Male	5.6%	9.0%	8.6%
Involuntary Employee Turnover[6]	1.8%	13.0%	2.8%
Female	2.3%	12.0%	3.1%
Male	1.6%	13.5%	2.6%
Other Employee Turnover[7]	0.2%	0.3%	0.2%
Female	0.2%	0.2%	0.3%
Male	0.2%	0.3%	0.2%

Board Composition	2021	2022
Total # of Board Members	13	13
By Gender		
Board Members who identify as Female	3	4
Board Members who identify as Male	10	9
By Race and Ethnicity		
Board Members who identify as African American or Black	1	1
Board Members who identify as Asian	1	1
Board Members who identify as Two or More Races or Ethnicities	1	1

To learn more about the background and perspectives of the members of the Viatris Board, please see Viatris 2022 Proxy Statement, Viatris Amendment No. 1 on Form 10-K/A to the 2022 Viatris Annual Report, and Corporate Governance Principles updated in Feb. 2023.

[1]Managers defined as colleagues with at least one direct report
[2]Senior management is equivalent to vice president level and above
[3]Progression defined as a change in grade or title due to lateral or expanding responsibilities
[4]2020 includes full-year legacy Mylan data and legacy Upjohn data after Nov. 16, 2020
[5]Includes prior years of service with Mylan and Upjohn
[6]Data reflects the global restructuring initiative announced in 2020
[7]Reasons include disability, ill health and inability to return from leave of absence, among others

ENVIRONMENT, HEALTH AND SAFETY

Global EHS Management System and Governance

Our global EHS management model serves to ensure compliance with both local regulations and global company policies and requirements, along with fostering a culture of ongoing improvement.

Our Global EHS Policies, including the Global Environmental Stewardship Policy, the Global Climate Change Policy, the Global Water Policy and the Global Health and Safety Policy, are based on Viatris' 13 EHS Principles. The policies and principles apply to all Viatris global operations and every level of the organization.

Viatris' Technical Requirements establish global minimum operating requirements for various environmental and safety activities across all operations. Our global programs, guidelines and technical standards cover topics including:

- Safety
- Waste management
- Wastewater management and discharge
- Incident management
- Chemical management
- Facility design
- Ozone-depleting substances and refrigerants
- Air emissions
- Pharmaceuticals in the environment
- Environmental hazard assessments of products

Implementing these policies, standards and requirements supports compliance with applicable regulations in the countries and locations where we operate, in addition to filling potential gaps where certain regulations may not exist and where our standards provide superior framework.

Roles and Responsibilities

The Global EHS Management System requires each business unit and its respective operating units to create programs and systems that address all applicable principles. Established at all levels of the organization, EHS functions, roles and responsibilities exist to help curate a culture of safety and environmental compliance.

The Viatris President oversees operations within the company and provides guidance and strategic direction on operational topics including environmental, health and safety and climate change. The Global EHS function is integrated across the organization and reports to the Chief Operating Officer (COO) through vertical leaders. The COO reports to the President.

The Viatris Board's Risk Oversight Committee and Viatris' Risk Management Team are apprised on applicable EHS issues including climate-related issues such as regulatory or compliance activities, external and internal reporting requirements and emergency preparedness and response, among other topics.

Working closely with operations and business unit leaders, the Global EHS team leverages technical expertise across multiple disciplines, including environmental management, health and safety, industrial hygiene, occupational toxicology, training, process safety and information technology. Global subject matter experts in key areas of EHS support site and regional teams. The Global EHS team also oversees the data collection, management and monitoring of EHS activities through a global database.

Continuous Improvement

Effective EHS programs require constant attention and a willingness to embrace new approaches to improve performance across the board. To this end, we keep safety and environmental management at the forefront of our vision and practices. The Global EHS Management System holds the systematic identification of continuous improvement opportunities and industry best practices.

The Global EHS Management System builds on a four-step cycle for continuous improvement:

1. **Plan:** Determine potential gaps between where we are versus where we should be
2. **Implement:** Close the potential gaps
3. **Check:** Measure implementation performance
4. **Performance Improvement:** Consider where we could be

Viatris' 13 Principles

PRINCIPLE 1: Management and Leadership Accountability

PRINCIPLE 2: Risk Assessment and Management

PRINCIPLE 3: Regulatory Compliance Management

PRINCIPLE 4: Emergency Response and Preparedness

PRINCIPLE 5: Incident Management

PRINCIPLE 6: Environmental Sustainability and Stewardship Policy

PRINCIPLE 7: EHS Training

PRINCIPLE 8: Information Systems and Performance

PRINCIPLE 9: Contractor and Supplier Operations

PRINCIPLE 10: Occupational Toxicology and Industrial Hygiene

PRINCIPLE 11: Facility Acquisition, Divestiture and Design Requirements

PRINCIPLE 12: Change Management

PRINCIPLE 13: Assessment and Improvement

Internal EHS Assessments and Audits

Internal assessments are core components of our EHS management approach. They serve several purposes, including:

- Identifying risks to people, the environment and the company
- Fostering continuous improvement
- Promoting knowledge transfer

Viatris routinely conducts assessments and on-site audits, including reviews of our systems, procedures, programs and data. Every site has a one- to five-year auditing frequency, with the actual schedule established per a risk-based approach that incorporates EHS performance trends, facility design, regulatory compliance and other EHS program requirements. Audited facilities with any identified observations must develop and implement action plans tracked by the EHS function.

Risk Management

At Viatris, we evaluate EHS risks for our products, processes and facilities. Per company policies, the Global EHS Management System and technical requirements, each site must utilize EHS risk assessments using a formal process to analyze EHS risks and maintain continuous improvement plans.

We assess risks to our network on an ongoing basis and take measures to help ensure we can maintain a safe and stable supply of medicines. As part of this, we evaluate regulatory and physical risks and opportunities associated with the effects of climate change across our operations.

Environmental risk management plans include mitigating climate change risks, including management of ozone-depleting substances, refrigerants and GHG emissions and improving water management and increasing recycling efforts.

Other environmental management areas of focus include:

- Waste
- Water scarcity (analyzed using the World Resources Institute Aqueduct tool)
- Wastewater treatment and discharge
- Regulated air emissions
- Physical risks such as those related to extreme weather
- Pharmaceuticals in the environment, including antimicrobial resistance

Through our Global EHS Management System, we have implemented a new program and technical requirement regarding pharmaceuticals in the environment. Viatris conducts qualitative manufacturing effluent risk assessments to determine the appropriate level of control measures needed for manufacturing to protect the environment from releases of pharmaceutical ingredients.

Meanwhile, we are expanding our quantitative manufacturing effluent risk assessments to other product classifications beyond previously completed antibiotic assessments. Viatris has established a prioritization scheme to help drive the progression of these assessments from a high- to low-risk basis.

Reporting

Monitoring and tracking many elements of our environmental and safety performance enables us to manage data, oversee results and identify risks and opportunities.

Our IT systems include custom-built databases, tools, dashboards and reports that drive EHS compliance and help us identify key trends, opportunities and information.

Acting on our commitment to transparency regarding our environmental efforts and performance, we report externally on an annual basis and communicate with both internal and external stakeholders throughout the year.

External Certifications

Viatris applies a principled approach that each site seeks external certification on top of adherence to companywide management systems and standards. We have received ISO Environmental Management certifications at many of our sites, reflecting the strength of Viatris' own EHS management system and standards.

For example, India hosts 13 manufacturing sites and 1 R&D facility that hold ISO 14001:2015 Environment Management System certifications. It also has 6 API manufacturing sites that we recertified to ISO 50001:2018 Energy Management System. Also, 13 of Viatris' India manufacturing sites were recertified to ISO 45001:2018 Occupational Health & Safety Management System.

Environmental Certifications

External Certifications	2020	2021	2022
Number of sites certified to ISO 14001	21	17	17
Number of sites certified to ISO 50001	8	7	7

2020 data represents Legacy Mylan. 2021 and 2022 data represents Viatris.

Data as of February 2023. Information may be restated due to the availability of additional data.

Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control

Health and Safety Performance

Much of our core work focuses on protecting and improving the health and wellbeing of people around the world. We bring this same mission to our internal operations. A safe, healthy workforce is paramount to heightened levels of satisfaction and productivity.

Across all locations, protecting Viatris employees, contractors and visitors remains a vital priority. Contractors and visitors are covered by site-specific EHS policies and procedures. We track the safety performance of our contractors through established guidelines, pre-screening and training.

For our colleagues, Viatris launched new VSafety training programs throughout Europe and North America in 2022. These situational awareness workshops aim to reduce the frequency and severity of incidents where the human factor is a key contributor. Specifically, they give colleagues the skills and understanding to recognize and deal with the various distractions in daily life that can result in injury, whether at home, at work or behind the wheel.

To date, more than 1,700 Viatris colleagues have attended VSafety workshops across our operations in Europe and North America. Viatris plans to extend the program to more sites in 2023.

External Certifications	2020	2021	2022
Number of sites certified to OSHAS 18001 and ISO 45001	14	15	15
Number of sites certified to U.S. OSHA VPP	1	1	1

Health and Safety Performance	2020	2021	2022
Total Recordable Incident Rate (Recordable cases per 200,000 hours worked)	0.52	0.48	0.39
Total DART Incident Rate (cases per 200,000 hours worked)	0.38	0.31	0.31
Total Lost Time Incident Rate (Lost time cases per 200,000 hours worked)	0.32	0.27	0.27
Work-related fatalities	0	0	0

2020 Data represents legacy Mylan. 2021 – 2022 data represent Viatris.
Data as of March 2023. Information may be restated due to the availability of additional data.
Includes data for manufacturing, packaging, research and development, distribution sites based on direct operational control.

While we work proactively and systematically to identify, reduce and mitigate the risk of accidents in the workplace, unfortunately, incidents may still occur. In January of 2023, an incident occurred at one of our facilities in India which sadly resulted in three fatalities: one Viatris employee and two contingent workers. Supporting the impacted families and working to eliminate risk for our teams will continue to be our priority.

More details from our 2022 reporting year on employee health and safety are available here.

GHG Emissions and Climate Change

As noted previously in the report, we received SBTi validation and approval for our GHG reduction targets in 2022.

Our sites have set various short-term strategies that support the company's overall commitments and goals and are in line with our Global Climate Change Policy. Operations leadership has implemented several initiatives throughout the organization to make progress on global and local targets.

Moving forward, key actions and strategies for making progress toward our SBTi climate targets will include:

- Increasing renewable energy usage
- Implementing energy-efficiency projects
- Preventing refrigerant leaks and transitioning to greener refrigerants
- Using alternative fuels and technologies
- Leveraging infrastructure upgrades and utility replacement projects

We recognize the focus on relevant information on the management of risks and opportunities related to climate change through the enhanced disclosure recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). We continue to incorporate its recommendations into our strategies and disclosures. We will be reporting on scope 3 emissions data in the 2023 CDP climate program report, which will be available on the CDP public response page.

Energy Consumption (GWh)	2020	2021	2022
Total electricity purchased	**749**	**718**	**685**
Renewable electric sources	86.5	85.9	94.1
Non-renewable electric sources	662.8	631.1	586.3
On-Site Renewable Electricity Gen	0.2	0.6	5.0

Energy Consumption (GWh) cont'd	2020	2021	2022
Total fuel purchased (GWh)	**1,264**	**1,297**	**1,236**
Biomass	9.5	8.9	49.4
Coal	583.8	623.7	609.6
Fuel Oil	185.9	164.4	124.3
Natural Gas	271.8	244.7	189.4
Propane	139.5	180.9	182.9
Others	73.1	74.4	80.4
Total energy consumption (GWh)	**2,013.1**	**2,014.6**	**1,921.5**
Energy Intensity Ratio (GWh/million USD revenue)*	0.110	0.113	0.118

Greenhouse Gas Emissions (thousand metric tons CO_2e)	2020	2021	2022
Total GHG emissions	**781.4**	**772.3**	**727**
Scope 1 GHG emissions	346.8	356.6	333.3
Scope 2 GHG emissions (Market-based)	434.6	415.8	393.8
Total GHG Emissions Intensity Ratio (metric tons CO_2e/ million USD revenue)*	42.8	43.2	44.7

Notes related to tables

* The 2020 Revenue is the unaudited combined company revenue as stated on page 99 of the 10K for the Fiscal Year Ended December 31, 2021. This is used for modeling purposes to provide an equitable year-on-year comaprison for the intensity metrics.

- Operational control model used, this includes manufacturing, packaging, research and development, distribution and large commercial facilities
- Data for 2020 has been adjusted to account for acquisitions and divestitures, in accordance with the methodology prescribed in the WRI Greenhouse Gas Protocol
- Excludes data and sources from employee travel and commutes, small administrative/lab sites, small warehouses and other business transportation
- Data does not include process emissions from manufacturing or emissions from insignificant sources such as welding gases, lab gases, fire extinguishers, dry ice, etc.
- All solvent combustion in air pollution control devices in Scope 1 emissions is treated as ethanol
- 2022 GHG emissions verification in progress. This is being conducted by a third-party to a reasonable level of assurance using the methodology of the GHG Protocol issued by the World Business Council for Sustainable Development and the World Resources Institute.
- Where applicable, historical data has been restated due to improved data quality

Highlights from our reporting year on our GHG Emissions management are provided here.

Water and Wastewater Management

Access to clean, readily available water is critical to our mission. That said, we recognize that water is a scarce resource in some of the communities where we live and work. That is why we are committed to working proactively to protect water resources and continue to improve our water management practices and systems.

By 2025, we aim to perform water risk assessments for all locations in high or extremely high water stress areas as identified by the World Resource Institute. From these assessments, sites will develop water conservation plans that address opportunities and risks, with vertical leaders owning the goals. All operations sites are periodically audited to ensure compliance with local regulatory and internal standards.

Responsible wastewater treatment is a key component of our work and a focus for our industry. Our teams work to identify opportunities to improve water management within our highly regulated industry. The production requirements of our operations, coupled with local regulations and infrastructure, guide the type of water and wastewater management techniques applied.

We reduced our water withdrawal by **10%** between 2020 and 2022.

We have controls, technologies and containment strategies to minimize the amount of potential pharmaceutical ingredients that could enter wastewater. We treat all wastewater streams to ensure compliance with local regulatory and internal standards. In India, multiple sites apply zero liquid discharge (ZLD) technology, which eliminates wastewater discharge. To help ensure our ZLD-equipped plants operate effectively, we conduct independent, third-party assessments and will continue to conduct additional evaluations.

Water Use & Discharge Summary (thousand m^3)	2020	2021	2022
Total water withdrawal	4,037	3,894	3,639
Total water recycled and reused	597	650	675
Total water discharged	1,904	1,760	1,528
Sites with zero liquid discharge (ZLD) systems	9	9	9

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Total wastewater discharge includes sanitary/domestic sewage
- Some data includes estimates and may be updated at a later time when more accurate data is available

Water Use by Sources (thousand m^3)	2020	2021	2022
Municipal/Third-party	3,426	3,273	3,016
On-site borewell	551	559	572
Rainwater	57	60	47
Other	3	2	3

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Total wastewater discharge includes sanitary/domestic sewage
- Some data includes estimates and may be updated at a later time when more accurate data is available

Highlights from our reporting year on our water use are available here.

We strive to maintain all applicable permits and authorizations for wastewater discharge issued by governing authorities and comply with all local discharge limits. Per our technical requirements, sites must minimize the amount of pharmaceutical ingredients released to the environment and must conduct manufacturing effluent risk assessments to confirm that management practices adequately reduce risk.

Waste Management

Minimizing the amount of waste discarded in local landfills benefits the planet as well as our company operations. At Viatris, companywide EHS waste management standards, along with industry regulations, govern specific handling, treatment, storage and disposal of all waste.

We strive to review and evaluate each waste stream to determine the best treatment method based on requirements and internal standards. We strive to use recycling, reuse and energy recovery options, including waste-to-energy facilities, cement kilns and fuel-blending facilities where possible to treat waste. Converting waste to energy contributes to the substitution for fossil fuel at these facilities. We have a goal to increase our number of zero-landfill locations by 50% by 2030, using 2020 as a baseline year.

Waste Management (thousand metric tons)	2020	2021	2022
Total waste generated	75.14	81.8	80.57
Hazardous waste	52	58	55
Non-hazardous waste	23	24	25
Percentage of waste recycled or sent to energy recovery (%)	74%	70%	71%
Significant spills	0	0	0

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Where applicable, historical data has been restated due to improved data quality

Highlights from our reporting year on waste management are available here.

Key Principles in Responsible Effluent Management

- Compliance with applicable company standards and regulatory requirements
- Implementation of defined sound wastewater management programs that are based on risk management and good engineering principles
- Utilizing published/industry API-specific discharge targets based on safe concentrations in the receiving surface waters (PNECs)
- Conducting manufacturing effluent risk assessments of wastewater containing API at our manufacturing locations; if a risk is identified, implement appropriate additional controls to mitigate the risk to an acceptable level

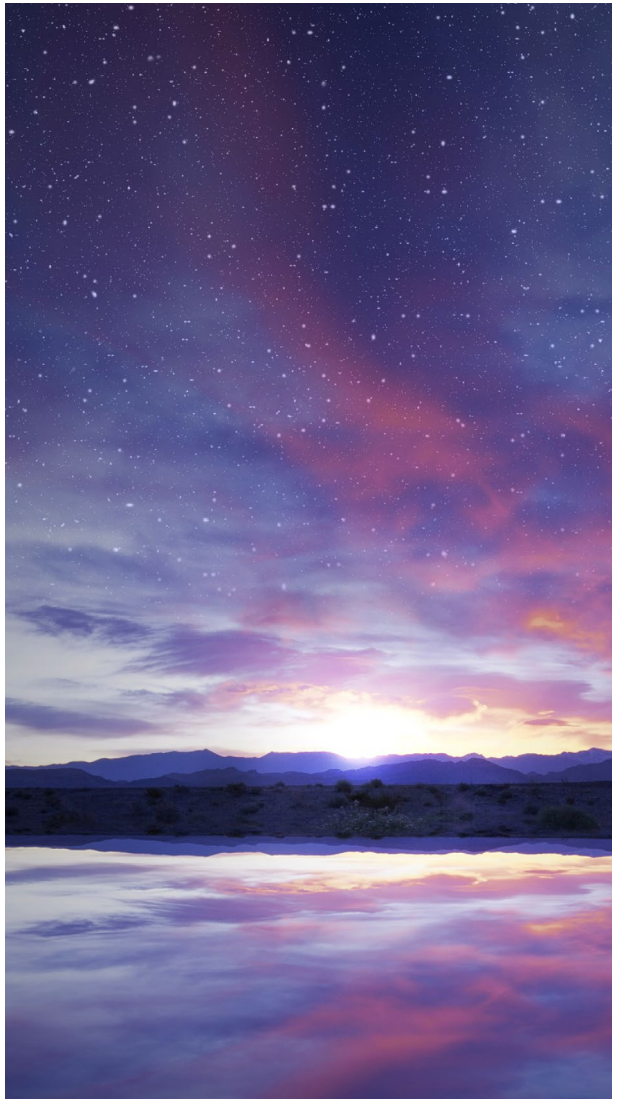
Pharmaceuticals in the Environment

The primary pathways for pharmaceuticals entering the environment from human use are by normal patient excretion, improper disposal of medicine by consumers and the use of pharmaceuticals in agriculture and livestock. A significantly smaller contribution stems from emissions resulting from the pharmaceutical manufacturing process.

While gaps remain in the scientific link between pharmaceuticals in the environment (PiE) and human health risks, we are committed to reducing pharmaceuticals discharged from our manufacturing operations. The company's approach to addressing and minimizing the potential impact of PiE from our own manufacturing is based on a wide range of activities and governance:

- Risk and Impact Evaluation
- Risk Reduction and Control
- Engagement and Policy

We are active participants in several trade association working groups with a focus on responsible effluent management and appropriate disposal of unused medicine.



Air Emissions

Clean, fresh air is synonymous with a healthy environment and human health. That is why we are committed to reducing emissions to the air generated by our operations. We continued to implement our Air Emissions Technical Requirement, which expands the tracking of air pollutants. It includes requirements concerning pharmaceutical emissions, storage tank system fugitive emissions, visual emissions and odor. We have equipped our facilities with air emission control devices as required to manage regulated air pollutants. From particulate matter to sulfur oxides, nitrogen oxides to volatile organic compounds (VOC), reducing emissions remains a top priority.

Highlights from our reporting year on air emissions are provided here.

External initiatives in which we engage regarding manufacturing and the environment include:

- CDP climate program and water program reporting
- AMR Industry Alliance
  - Board Member
  - Manufacturing Work Group
- Medicines for Europe
  - Environmental Sustainability Work Group
- Inter-Association Initiative on Pharmaceuticals in the Environment Task Force
- Bulk Drug Manufacturers Association of India
- Pharmaceutical Supply Chain Initiative (PSCI)
  - Vice Chair
  - Various working group committees

CSR OVERSIGHT AND COMPLIANCE

CSR Governance

Viatris' Board of Directors oversees management's efforts with respect to corporate environmental and social responsibility matters through its Risk Oversight Committee. The CSR function operates as a center of excellence within the Corporate Affairs leadership team. The Head of Corporate Affairs reports directly to the CEO and communicates quarterly with the Viatris Board through the Risk Oversight Committee together with the Head of Corporate Social Responsibility. On an annual basis the Risk Oversight Committee reviews progress with the Head of Corporate Affairs on corporate environmental and social responsibility-related matters that have been discussed with the Viatris Board to confirm the company is tracking its priorities in this area.

The Head of Corporate Social Responsibility drives the strategic and operational development of CSR across the company together with key partners. The global CSR function includes teams in the U.S., Europe and India, with additional partners across other functions.

A multifunctional CSR Advisory Committee comprised of global leaders with a monthly meeting cadence monitors the external landscape, company progress and supports the integration of corporate environmental and social responsibility activities across the organization. Progress on strategic focus areas and execution of relevant tasks rely on a broad and engaged network of functional leaders across the company. Additional structured forums are convened on a monthly to quarterly cadence, addressing areas of focus with regards to CSR and sustainability for specific key functions, such as the Sustainable Sourcing Council and Operations and CSR working group and others, complementing the advisory committee.

Risk Governance and Management

We are committed to operating ethically and with integrity and seek to apply a holistic, enterprise-wide approach to risk management. We are subject to a number of risks inherent in the complex and rapidly changing environment in which we operate including, but not limited to, global operations, environmental and social matters. The company's management and employees implement and administer risk management processes to identify material risks to our business. Management assesses, monitors and manages material risks to our business, all while maintaining flexibility in how we operate. To further embed risk management and compliance into our culture, we implement policies and procedures and train employees on how to comply with them.

Management reports quarterly to the Viatris Board's Risk Oversight Committee regarding enterprise risk, as well as other committees regarding risk-related matters within the scope of their oversight responsibilities. Global Internal Audit and Global Compliance report into the audit and compliance committees of the Viatris Board, respectively.

The company's enterprise risk management (ERM) and business crisis management processes and associated programs are supported by multiple functional areas, including, among others, Global Internal Audit, Global Information Technology, Global Information Security, Global Compliance, CSR, Global EHS, Global Security, Finance, Legal, Quality and Product Safety. Other stakeholders support the company's ERM activities as needed. These programs are designed to support the business and ensure the company is prepared to respond to a variety of events that may adversely impact it, such as unrest/conflicts, legal or regulatory matters, supply disruptions, pandemics and environmental events (including those related to climate change).

By embedding our ERM program into the company's strategic planning process, we seek to optimize our ability to identify risks, while identifying and leveraging opportunities.

How Viatris Considers Price as Part of Our Commitment to Access

At Viatris, we provide an exceptionally broad and diverse portfolio for patients across a broad range of major therapeutic areas, spanning both noncommunicable and infectious diseases. Our global portfolio includes best-in-class, iconic brand-name products as well as global key brands and generics, including branded and complex generics. Many of the medicines in our portfolio are not protected by patents and therefore are subject to a general trend of price deflation over time.

As we participate in tender programs or public private partnerships around the globe, we evaluate the price of the generics within our portfolio based on an assessment of patients' need, supply, demand, the cost of manufacturing and the affordability of our products, especially as it relates to the equivalent brand name drug, among other determinants. Other factors considered when pricing our branded portfolio include their value to patients and providers as well as current economic indicators.

Working to ensure that patients across all income levels have access to the medicines we offer means we must carefully evaluate the socioeconomic conditions within each market where Viatris does business while simultaneously sustaining our ability to consistently provide patients with a reliable supply of the quality products they need. We work to provide holistic solutions for governments, NGOs and health systems globally, as we partner to connect more people to products and services.

We conduct periodic enterprise risk assessments to identify key and emerging risks, in which ESG priority issues are considered. For each key and emerging risk identified, we have a process to establish risk ownership. In 2022, we continued to enhance our ERM program in the areas of risk monitoring and reporting, which include the identification of risk elements and risk mitigation activities, along with the identification and tracking of key risk indicators. Corporate environmental and social matters are included in the program given their importance to Viatris' overall sustainability performance and their relevance to key stakeholders. Other areas of elevated focus in 2022 were information security and cyber security.

In connection with its oversight responsibilities, the Compliance Committee of the Viatris Board reviews significant global compliance-related policies relating to pricing and/or commercialization of the company's products and services, among other oversight responsibilities.

Information Security

We have an information security strategy that focuses on the implementation of effective controls, procedures, and training on decreasing risks, increasing information security maturity, improving security capabilities and secure partnership enablement.

Our Information Security organization consists of an internal team of certified subject matter experts in information security risk management, supply chain information security, incident response, access and application security, education and awareness and security operations. The team is supplemented by 24/7/365 managed security service providers that serve as the initial point of contact globally for security monitoring, incident response and vulnerability management. In addition, we require minimum security controls for third parties accessing, processing or storing our information as part of the third-party risk management program.

The Viatris leadership team is updated on a quarterly basis and as needed regarding the status of the overall cybersecurity program, emerging external and internal risks and key risk indicators performance. The Risk Oversight Committee receives reports from senior management on data security, cybersecurity and information security-related matters on at least a quarterly basis, including with respect to related risks, risk management, and relevant legislative, regulatory and technical developments. The Chief Information Security Officer and Chief Information Officer report bi-annually to the Risk Oversight Committee of the Viatris Board regarding our information security program and performance.

Protections Against Hacking

We run a security monitoring program in partnership with an external managed security service provider. We employ multifactor authentication and certificate-based encryption for all external access and authenticated connections. Vulnerability management and patch management processes are in place to reduce the overall threat landscape. The network is monitored at all times, using industry best practices, tools and processes. Penetration testing is conducted quarterly by internal and third-party resources based on asset risk. Cybersecurity simulations, including tabletop exercises, are executed to test the company's procedures and the internal team's ability to detect, respond and recover in the event of an attack. When first joining Viatris and then annually, employees and contract workers receive training on information security and acceptable use of company computing and information resources. Our standards and policies are reviewed on an annual basis by a third party.

As part of continuing to improve our overall information security capabilities, we focus on addressing all areas of the National Institute for Science and Technology (NIST) Cybersecurity Framework (CSF): Identify, Detect, Protect, Respond and Recovery. Every two years, we conduct a cybersecurity maturity benchmark against the NIST CSF using the Gartner Cybersecurity Controls Assessment tool.

Global Privacy Governance

In response to the growing landscape of global data privacy laws, Viatris is committed to protecting information relating to identified or identifiable natural persons (personal data) collected and processed during the course of business activities. Additionally, Viatris recognizes a separate obligation to the individuals with whom it interacts and who trust the company with their personal data to protect that personal data and keep it secure.

Viatris demonstrates this commitment to data privacy laws and its obligation to individuals with the implementation of a global privacy program. The Viatris Global Privacy program reports regularly to the company's Compliance Committee and is responsible for the development, implementation, maintenance and adherence to the company's policies and procedures and applicable data privacy laws and principles. All company personnel are required to adhere to and comply with these data privacy policies and procedures and with applicable data privacy laws and principles. An internal Global Privacy Governance Document and supporting procedures, materials and training programs provide guidance to employees about how compliance is achieved.

To demonstrate this commitment and obligation transparently, a Viatris Privacy Notice (Privacy Notice) that describes our collection, use, disclosure and retention of personal data is published publicly. The Privacy Notice relates to our websites, apps, services and platforms, and the use of them, our marketing and provision of products and services, our interactions with individuals in person, by phone, or by mail, and otherwise during the operation of our business. The Privacy Notice also explains the ways in which, under applicable laws, an individual can control the processing of their personal data and exercise their rights. Also, there are additional privacy notices and privacy language provided directly to applicable individuals that give information relating to other areas where Personal Data may be collected, used, disclosed or retained by the company such as in clinical trials, safety reporting and during employment with Viatris.

The company monitors, investigates and responds to suspected and/or confirmed personal data incidents as required by applicable data protection laws and in proportion to the nature, extent and sensitivity of the personal data.

Key areas within Global Privacy Governance include, but are not limited to:

- Aligning the company's practices and procedures with all relevant local, national, regional and international laws, regulations and principles;
- Overseeing the revision and negotiation of privacy agreements and privacy terms;
- Privacy and data protection due diligence for third parties, including vendors and HCPs, and in connection with distribution arrangements and acquisitions;
- Ensuring appropriate and compliant responses to an individual's privacy rights requests;
- Employee training;
- Appropriate contact with relevant data protection authorities and handling inquiries and requests for information from same; and
- Investigation of any suspected and/or confirmed incidents.

Cultivating Good Conduct and Compliance

Everyone in the company - and those acting on our behalf - are personally responsible and accountable for the company's reputation and dedication to doing business with integrity. We implement robust policies, procedures and associated training to support that individual responsibility.

Our Global Compliance Organization

The Chief Compliance Officer (CCO) has the operational responsibility to ensure the company's corporate compliance program is effective and robust and directs its day-to-day implementation. To ensure broad perspectives and independence in the compliance department, the CCO reports to the Viatris Board's Compliance Committee and the CEO. The Compliance Committee makes recommendations to the Viatris Board and/or oversees the development, implementation, maintenance and monitoring of the corporate compliance program, the Code of Business Conduct and Ethics, and significant related global policies designed to support and promote compliance with company requirements, laws and regulations. This includes topics such as Anti-Corruption and Fair Competition, which are covered within the Code of Business Conduct and Ethics.

The company's Code of Business Conduct and Ethics outlines guiding principles on how employees and those working on our behalf must conduct themselves. It also informs on policies and standards while providing high-level guidance on critical areas of the company's business operations. The compliance department is organized by operating regions and global centers of excellence. The compliance department and the Global Compliance Program are structured in a manner consistent with the Office of Inspector General of the U.S. Department of Health and Human Services (OIG) Resource Guide for Measuring Compliance Program Effectiveness.

A direct report to the CCO leads three global centers of excellence (COEs) that are anchored by our Global Compliance Service Hub and that support the company's global operating regions and business. A senior compliance leader manages each respective center of excellence, which focuses on policies, training and communications, risk assessment and monitoring, due diligence and investigations.

Our compliance framework covers the following components and focus areas:

- Interactions with the Healthcare Community and Organizations
- Raising Concerns
- Operational Compliance
- Fraud and Corruption
- Fair Competition, Pricing, and Anti-trust
- Corporate and Securities Laws
- Fair Employment and Data Privacy Practices

To further reinforce our commitment to compliance, in 2022 we:

- Continued to harmonize compliance-related topics into a unified policy landscape for Viatris, including launching new Business Standards for Vendors and Agents on anti-corruption and fair competition;
- Expanded our Global Compliance Risk Assessment and Monitoring Program into additional countries and furthered our data analytic capabilities; and
- Established a new Global Compliance Governance Document (considered as an annotated Code of Business Conduct and Ethics to guide Viatris employees in acting with integrity).

We have a Global Compliance Service Hub in India, which includes the following key elements:

- Enhanced management of Trade Control Risk
- Mergers and Acquisitions Due Diligence under the direction of global leadership
- Maintain system for Transparency Reporting

Viatris.com features the following compliance documents available to the public:

- Code of Business Conduct and Ethics
- Global Anti-Bribery and Anti-Corruption Business Standards for Vendors and Agents
- Global Anti-Corruption Policy Summary
- Global Antitrust and Fair Competition Policy Summary
- Global Fair Competition and Antitrust Business Standards for Vendors and Agents
- Standards for Interactions with Healthcare Professionals ("Standards") Policy Summary

The compliance department oversees the development, maintenance and recordkeeping of general and administrative global policies and procedures and performs various periodic and needs-based operational audits throughout the year, often in conjunction with Internal Audit. In 2022, we launched our Compliance Champion Series which features colleagues from a different region each quarter, focusing on various functions and business areas to explain how the compliance team has impacted their work and enabled them to make an Impact via Integrity. Looking forward, we seek to further build awareness and transparency among stakeholders about compliance, including digital assets and our communications materials.

Identifying and Managing Compliance-Related Risks

We have several processes and procedures to monitor and assess emerging risk areas relevant to Viatris, including a risk assessment process that provides comprehensive insights into compliance risks depending on a market's geographic footprint. Global Compliance collaborates with Global Internal Audit (GIA) to identify compliance-related risks (including anti-corruption) and local affiliates to be audited and supports GIA in their reviews. GIA evaluates geographic risks and other outputs from our ERM program to identify potential areas over which it will perform audits.

Monitoring is a Compliance-led initiative designed to support regional compliance teams to identify, analyze and address non-compliance associated in each market. The objective is to highlight potential deviations and provide guidance on focus areas and remedial action to regional compliance.

Topics covered by monitoring include data analytics conducted by the center of excellence to identify potential deviations related to HCP interactions, live monitoring and ride-alongs to observe potential deviations at a company-organized or sponsored event or field force activities, and focused in-market reviews leveraging data monitoring.

In 2022, Viatris employed a third party to conduct an effectiveness assessment review that resulted in no major findings.

- The assessment concluded that the Viatris Compliance department has implemented significant enhancements to all areas of the program since the forming of Viatris.
- In assessing and comparing Viatris' Compliance Program against industry regulatory requirements and leading practices, this third party concluded the Compliance Program is meeting obligations to detect, prevent and mitigate compliance risk.

Management of Suspected Incidents

We take all allegations of conduct that is contrary to company policy or applicable law seriously. The Investigations Center of Excellence (Investigations COE) exists to ensure that we discover and respond to potential violations of law and/or company policies. Taking each matter seriously allows us to protect the company. Viatris' Investigations COE allows for a fair, objective, independent review of all relevant facts.

When an allegation is received, a preliminary analysis is promptly conducted to determine the most appropriate review. Regional Investigation Committees are established for each business region to ensure cross functional alignment and communication among key stakeholders that are involved in internal compliance investigations.

The committee aligns on outcome and closure which may include discipline, where appropriate, and implementation of corrective and preventive actions such as training, monitoring or other improvements. Compliance matters and metrics are tracked and shared with management and the Compliance Committee of the Viatris Board on a regular cadence.

If any Viatris colleague has knowledge or suspects a violation of accounting standards or internal controls, they may report such concerns directly to the Audit Committee in addition to the reporting lines described in the Global Compliance Governance Document and the Viatris Code of Business Conduct and Ethics. Viatris' Compliance Line is described below and available on Viatris' website.

Looking forward, we plan to expand the Risk Assessment Program to additional European and Emerging Market countries and make the risk assessment an annual exercise.

Training and Education

We require and provide dedicated training on anti-corruption, fair competition and the company's Standards for Interactions with HCPs for employees with relevant job responsibilities. We also require specific training courses for individuals based on their functions. Examples include:

- Vendors who may interact with government officials on our behalf also receive anticorruption training.
- Depending on their role, part-time employees and contractors are required to take subsets of the trainings listed above.
- Employees who deal directly with the government receive additional, focused training related to Standards for Interactions with HCPs from their local Compliance partner(s).

In addition to comprehensive training in relevant areas in which an employee may work, we require employees to complete regular trainings in regard to the Code of Business Conduct and Ethics, Fair Competition and Anti-Corruption, among other topics, and track completion rates. In 2022, the completion rate for Code of Business Conduct and Ethics training was 95%.

Training is provided for employees regarding bribery, corruption, facilitation payments and areas of increased risk. The training also guides employees on what constitutes acceptable behavior and how to seek support when questions arise.

In 2022, we launched enhanced compliance training modules covering the following topics: Anti-Corruption, Fair Competition and the Code of Business Conduct and Ethics, with translated versions to be made available in a variety of local languages in 2023. Our new Code of Business Conduct and Ethics training module included a new supplementary Compliance Certification for Management intended to provide an additional mechanism to help reinforce key compliance program elements.

Fighting Corruption and Promoting Fair Competition

The company's anti-corruption program is based on the elements of the U.S. Department of Justice (DOJ) and Securities and Exchange Commission (SEC) Resource Guide to the U.S. Foreign Corrupt Practices Act; the U.K. Ministry of Justice Bribery Act 2010 Guidance; and the Organisation for Economic Cooperation and Development's Good Practice Guidance on Internal Controls, Ethics and Compliance, as well as the local laws where we operate.

Key elements include:

- Our anti-corruption policy requirements set out in our Global Compliance Governance Document strictly forbid bribery and corruption in any form anywhere we do business.
- The policy defines bribery and corruption, including facilitation payments, which are strictly prohibited even where permitted under local law.
- We have monitoring and auditing procedures in place to identify and deter such payments.
- We reassess our anti-corruption program periodically and make enhancements as warranted. Training is provided for employees regarding bribery, corruption, facilitation payments and areas of increased risk. The training also guides employees on what constitutes acceptable behavior and how to seek support when questions arise. We also monitor cases of suspected conflict of interest. Each identified case is investigated, and if concerns remain after the investigation, appropriate actions are taken.

We provide several options for personnel to submit concerns or seek guidance: either online or via telephone, mail or email. Colleagues can also reach out to their manager, specific departments, their local compliance support or use the Compliance Line.

As part of the company's ERM program, GIA assesses anti-corruption and anti-fraud management over entities throughout the world from a corruption risk perspective. Size (the number of people and sales volume) and a country's ranking in the Transparency International Corruption Perception Index (CPI) are key to informing the potential risk profile of an entity. Entities identified as being in a higher-risk environment along with those of strategic importance to the company are a particular focus. Further, we monitor business activities that are deemed an elevated risk — such as government officials and HCP interactions — through established internal processes and controls.

Anti-corruption language is included in our contracts, as applicable. We also have a process to train business partners who interact with government officials on the company's behalf in our anti-corruption policy requirements and procedures.

We provide training on relevant compliance policy requirements to contractors, external temporary workers and/or distributors on an as-needed basis depending on their function and the services they are to provide to Viatris.

Ensuring Good Conduct in External Partnerships

External partners sometimes act as intermediaries on our behalf or in settings where special skills or expertise are required. Given their role, it's essential these partners comply with the company's ethical and anti-corruption standards and act with good judgment.

The compliance department identifies business partner categories that may carry higher inherent corruption and/or reputational risk. These high-risk business partners, noted during the business contract drafting and approval process, are subject to a risk review based on a robust due diligence process including investigation and clarification of discovered legal, civil and reputational allegations or convictions.

Viatris has a third-party due diligence program that is global in scope, managed by a dedicated team. Per its scope, due diligence reviews must be performed whenever Viatris enters into certain potentially high-risk contractual agreements with third parties. The process involves an assessment of any issues (environmental, legal, social or otherwise) that have been brought to light in the public sphere regarding a supplier or any other third party.

Our program is to subject potentially high-risk business partners to a due diligence review and annual monitoring.

Further, the due diligence team in collaboration with the COE of Risk Assessment and Monitoring and Global Trade Control also manages third parties in relation to:

- Business development;
- Mergers and acquisitions;
- Divestitures;
- Other strategically important deals; and
- Restricted party screening under the global trade control procedure.

In 2022, we enhanced awareness of our Compliance Line and translated the web intake site into 10 key business languages for ease of reporting.

The compliance line is promoted on Viatris.com.

Reporting Compliance Concerns

We encourage open communication and provide a variety of channels for reporting potential compliance violations. Employees are encouraged to discuss compliance concerns with their supervisor, Human Relations, Legal or Compliance. They also can use the company's Compliance Line, which is operated by an external party. This is a grievance mechanism where employees should feel safe to report. The Compliance Line is available 24/7 and permits anonymous reports in countries in local languages, where permitted by law. Viatris strictly prohibits retaliation relating to any reports made in good faith. The Compliance Line is available both on our intranet and external website.

A Robust Procedure to Manage Reports

For investigating, resolving and remediating reported events, our Global Policy on Reporting and Investigating Compliance Related Matters requires thorough, timely and impartial investigation of reported concerns in coordination with the Human Relations team as well as Legal and other functions as appropriate and fair and consistent disciplinary measures when appropriate.

Our policy requirements on reporting and investigating matters were assessed for updates in 2022 to incorporate specific EU Whistleblower Directive provisions.

The policy is available to all employees on the company's intranet. Every effort will be made to keep reports of Compliance-Related Matters (CRMs) and Other Reported Matters (ORMs) confidential to the extent possible, consistent with the need to conduct an adequate investigation and in accordance with any applicable local law. Compliance and its partners seek to maintain confidentiality throughout the investigation process and to help ensure that good faith reporters do not suffer negative employment actions as a result of their allegations. If any Viatris colleague believes that they or other Viatris colleagues have been retaliated against for reporting a matter pursuant to the Governance Document and the Viatris Code of Business Conduct and Ethics, they should immediately report such perceived retaliation.

Responsible Marketing and Promotion

Our colleagues often interact with members of the healthcare community as part of their efforts to educate them on the appropriate use and efficacy of the company's products. These interactions are important and fundamental to increasing patient access but may bring elevated risk. Our Standards for Interactions with Healthcare Professionals instruct employees on proper behavior when engaging with HCPs. The standards are grounded in companywide standards and take into consideration local laws and regulations. Any member of our workforce who interacts with HCPs is trained on the standards and is required to comply with them. Additionally, employees are trained in the company's Code of Business Conduct and Ethics, which also addresses interactions with healthcare professionals. An updated summary of our Standards for Interactions with Healthcare Professionals is available on the Viatris website.

We have well established global, regional and local policies and procedures that inform employees on appropriate interactions with the healthcare community and requirements pertaining to drug promotion and ethical marketing. Risk assessments, monitoring and employee training are key components of each. We strive to comply with regulations and adhere to ethical standards set forth by the company and industry associations.

The Global Policy on Promotional Materials requires the establishment of local procedures to ensure that all promotional materials and other commercial communications are reviewed and approved internally by appropriate subject matter experts.

- The goal of the local review procedures implemented under the policy is to ensure that all materials and communications intended for promotional or commercial purposes are accurate, truthful, medically and scientifically sound, not misleading and compliant with all applicable marketing, legal, regulatory and medical requirements and company policies.
- These local procedures include clear review processes, risk assessments and compliance monitoring as part of the company's compliance program and enterprise risk management.

Respecting Human Rights

As a participant in the UN Global Compact, we recognize our responsibility to respect human rights and further to support government responsibility to protect human rights within and beyond our own operations. We do so through our core business in building sustainable access to medicines and supporting equity in access to treatment. We also do this in how we conduct ourselves in our dealings with partners. We are committed to the Ten Principles of the UN Global Compact and respect the International Bill of Human Rights and the Fundamental Conventions of the International Labour Organization.

The company's global policies and associated procedures, employee and partner training and due diligence procedures are the foundation of our work to mitigate the risk of human-rights violations.

Engaging in Political Activity Responsibly

As part of advocating for sustainable access to medicine and holistic solutions for more resilient healthcare systems, we educate stakeholders on complex topics related to the highly regulated pharmaceutical industry. As a global healthcare company, we seek to mitigate the risk of unintended negative consequences for patients from even the most well-intended policies.

In accordance with relevant laws and regulations, Viatris may support political candidates and organizations of various political parties, directly or through trade associations, in support of public policies that align with Viatris' mission and policy objectives. Among other areas of interest, we support efforts that contribute to pharmaceutical safety and innovation to further our mission in providing patients access to high-quality medicine.

All political contributions are required to be made in accordance with relevant local laws, reflect Viatris' interests and are independent of the personal political preferences of any Viatris personnel.

Only to the extent allowed by law may Viatris directly contribute to political candidates and political organizations. This is relevant primarily for Viatris' U.S. subsidiaries and Viatris' U.S. Political Action Committee (ViaPAC), a voluntary, nonpartisan, employee-run committee. The Viatris Board's Compliance Committee oversees company global policies and procedures for corporate political and lobbying expenditures. A report of these expenditures, along with certain U.S. trade association affiliations is made available on our website. Viatris' policy governing political contributions also is available on Viatris.com. Within the U.S., that includes filing relevant lobbying and political contribution reports in accordance with the U.S. Lobbying Disclosure Act.

Those reports can be found on the U.S. Senate Office of Public Records website or the U.S. House of Representatives Office of the Clerk website. Viatris is also required to comply with any laws that govern its lobbying and advocacy efforts generally.

Honoring Our Commitment as a Publicly Traded Company

Viatris Inc. is a publicly traded company listed on NASDAQ and incorporated in Delaware. The Viatris Board of Directors is responsible for oversight of the company and its management. Viatris' board has established seven committees, each of which operates pursuant to a written charter. Certain directors' duties, rights and responsibilities are detailed in the company's Certificate of Incorporation, Bylaws and committee charters, among other governance documents. Viatris is subject to applicable rules, regulations and/or listing standards of the U.S. Securities and Exchange Commission, NASDAQ and the U.S. State of Delaware General Corporation Law, among other requirements.

Topics relevant to human rights are addressed through a variety of company policies and procedures, including our Code of Business Conduct and Ethics, Supplier Code of Conduct, Policy Statement Regarding Slavery and Human Trafficking, Global Policy on Combatting Human Trafficking in Persons, Policy on Diversity and Inclusion and the Global Policy Prohibiting Discrimination, Harassment and Retaliation as well as the companywide EHS program, Viatris' Environment, Health and Safety and Business Resiliency program and third-party due diligence program.

Topics covered include:

- Freedom of association
- Prohibition of trafficking of persons
- Prohibition of forced and child labor
- Nondiscrimination
- Handling of identity and immigration documents
- Wages
- Working hours
- Safety in the workplace
- Preventing harassment
- Recruitment practices

Products on the WHO Prequalification list

International nonproprietary name (INN)	Dosage form & strength
Sofosbuvir	Tablet, Film-coated 400mg
Daclatasvir (dihydrochloride)	Tablet, Film-coated 60mg
Daclatasvir (dihydrochloride)/Sofosbuvir	Tablet, Film-coated 60mg/400mg
Sofosbuvir/Velpatasvir	Tablet, Film-coated 400mg/100mg
Atazanavir (sulfate)	Capsules, hard 150mg
Atazanavir (sulfate)	Capsules, hard 300mg
Lamivudine	Tablet 300mg
Abacavir (sulfate)	Tablet 300mg
Zidovudine	Tablet 300mg
Abacavir (sulfate)/Lamivudine/Zidovudine	Tablet 300mg/150mg/300mg
Lamivudine/Zidovudine	Tablet, Film-coated 150mg/300mg
Efavirenz	Tablet, Film-coated 600mg
Tenofovir disoproxil fumarate	Tablet, Film-coated 300mg
Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 300mg/300mg
Emtricitabine/Tenofovir disoproxil fumarate	Tablet, Film-coated 200mg/300mg
Lamivudine/Nevirapine/Zidovudine	Tablet, Film-coated 150mg/200mg/300mg
Lamivudine/Nevirapine/Zidovudine	Tablet, Dispersible 30mg/50mg/60mg
Efavirenz/Emtricitabine/Tenofovir disoproxil fumarate	Tablet, Film-coated 600mg/200mg/300mg
Efavirenz/Emtricitabine/Tenofovir disoproxil fumarate	Tablet, Film-coated 600mg/300mg/300mg
Ritonavir	Tablet, Film-coated 100mg

International nonproprietary name (INN)	Dosage form & strength
Lamivudine/Zidovudine	Tablet, Dispersible 30mg/60mg
Ritonavir	Tablet, Film-coated 25mg
Abacavir (sulfate)/Lamivudine	Tablet, Film-coated 600mg/300mg
Dolutegravir (Sodium)	Tablet, Film-coated 50mg
Darunavir (ethanolate)	Tablet, Film-coated 800mg
Darunavir (ethanolate)	Tablet, Film-coated 600mg
Sulfamethoxazole/Trimethoprim	Tablet 400mg/80mg
Sulfamethoxazole/Trimethoprim	Tablet 800mg/160mg
Dolutegravir (Sodium)/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 50mg/300mg/300mg
Flucytosine	Tablet 500mg
Lopinavir/Ritonavir	Granules for Oral suspension 40mg/10mg
Efavirenz/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 400mg/300mg/300mg
Flucytosine	Tablet 250mg
Flucytosine	Tablet 500mg
Isoniazid/Pyridoxine hydrochloride / Sulfamethoxazole/Trimethoprim	Tablet, Film-coated 300mg/25mg/800mg/160mg
Dolutegravir (Sodium)	Tablet, Dispersible 10mg
Efavirenz	Tablet 50mg
Efavirenz	Tablet, Film-coated 100mg
Efavirenz	Tablet 200mg

Therapeutic Area Legend

Hepatitis | Influenza | Reproductive | Oncology
HIV/AIDS | Malaria | Tuberculosis

Sources

WHO Pre-Qualification list as per 1/3/2023

Products on the WHO Prequalification list[1]

International nonproprietary name (INN)	Dosage form & strength
Oseltamivir (phosphate)	Capsules, hard 75mg
Artemether/Lumefantrine	Tablet 20mg/120mg
Artemether/Lumefantrine	Tablet 40mg/240mg
Ethinylestradiol/Levonorgestrel	Tablet, Sugar coated 30mcg/150mcg
Levonorgestrel	Tablet 1.5mg
Levonorgestrel	Tablet 750mcg
Ethinylestradiol/Levonorgestrel + Placebo	Tablet, Sugar coated 30mcg/150mcg + 0mg
Desogestrel/Ethinylestradiol	Tablet 0.150mg/0.030mg
Ethinylestradiol/Levonorgestrel + Ferrous Fumarate	Ethinylestradiol/Levonorgestrel Tablet + Placebo (Ferrous Fumarate Tablet) 30mcg/150mcg + 75mg
Desogestrel/Ethinylestradiol + Placebo	Desogestrel/Ethinylestradiol Tablet + Placebo Tablet 150mcg/30mcg + 0mcg
Levonorgestrel	Tablet, Film-coated 0.03mg
Medroxyprogesterone acetate	Suspension for injection 150mg
Misoprostol	Tablet 200mcg
Isoniazid	Tablet 300mg
Moxifloxacin (hydrochloride)	Tablet, Film-coated 400mg
Cycloserine	Capsules, hard 250mg
Isoniazid	Tablet 100mg
Linezolid	Tablet, Film-coated 600mg
Pretomanid	Tablet 200mg
Delamanid	Tablet, Film-coated 50mg
Trastuzumab	Powder for concentrate for solution for infusion 150mg
Trastuzumab	Powder for concentrate for solution for infusion 420mg
Benzyl alcohol/Water for Injection + Trastuzumab	Powder for concentrate for solution for infusion 1.1%/20mL + 440mg

Therapeutic Area Legend

Hepatitis | Influenza | Reproductive | Oncology

HIV/AIDS | Malaria | Tuberculosis

Global manufacturing network:

Global Scale, Local Presence

Developed Markets	Emerging Markets	Greater China	JANZ
France (3)	Egypt (1)	China (1)	Australia (1)
Germany (1)	India (15)[2]		Japan (1)
Italy (1)	South Africa (1)		
Ireland (4)	Turkey (1)		
Hungary (1)	Zambia (1)		
U.S. (8)			

Sources

[1]WHO Pre-Qualification list as per 1/3/2023

[2]Not 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.

GRI Context Index

GENERAL DISCLOSURES					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 2: General Disclosures 2021	2-1	Organizational details	2022 Form 10-K, pp. 9-11, 16-17		
	2-2	Entities included in the organization's sustainability reporting	2022 Sustainability Report, p. 4 2022 Form 10-K, p.77		
	2-3	Reporting period, frequency and contact point	We report on our sustainability priorities annually. This report covers the reporting period January 1, 2022 to December 31, 2022. Our financial reporting period is in line with the period of our sustainability reporting. We are publishing our sustainability report on May 16, 2023 Should you have questions or feedback, please contact us at CSR@Viatris.com		
	2-4	Restatements of information	In this report, we restated 2020 employee, health and safety performance, energy purchased, and greenhouse gas emissions data due to newly available data		
	2-5	External assurance	Viatris' 2022 Sustainability Report has not been assured by a third party. Our reporting to the 2022 CDP Climate Change and Water Security Programs was verified by an external party Our GHG emissions data is being verified by a third-party to a reasonable level of assurance using the methodology of the GHG Protocol issued by the World Business Council for Sustainable Development and the World Resources Institute		
	2-6	Activities, value chain and other business relationships	2022 Sustainability Report, pp. 4, 6 2022 Form 10-K, pp. 8-14		
	2-7	Employees	2022 Sustainability Report, pp. 68-70 A significant portion of Viatris' activities are performed by workers who are employees	8	
	2-8	Workers who are not employees	2022 Sustainability Report, p. 69	8	
	2-9	Governance structure and composition	2022 Sustainability Report, pp. 70, 78-79 2022 Form 10-K, p. 145 2022 Proxy Statement, p. 25 Viatris' Leaders Viatris' Corporate Governance	16	

GRI Context Index

GENERAL DISCLOSURES					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 2: General Disclosures 2021	2-10	Nomination and selection of the highest governance body	Viatris' Governance and Nominating Committee Charter	16	
	2-11	Chair of the highest governance body	2022 Proxy Statement, pp. 5, 37 Viatris' Corporate Governance The chairman of the highest governance body is not a senior executive in the company	16	
	2-12	Role of the highest governance body in overseeing the management of impacts	2022 Sustainability Report, p. 78 2022 Proxy Statement, pp. 6-7, 37	16	
	2-13	Delegation of responsibility for managing impacts	2022 Sustainability Report, pp. 78-79		
	2-14	Role of the highest governance body in sustainability reporting	2022 Sustainability Report, p. 78 2022 Proxy Statement, pp. 6-7, 37		
	2-15	Conflicts of interest	2022 Sustainability Report, p. 82	16	
	2-16	Communication of critical concerns	2022 Proxy Statement, p. 23		
	2-17	Collective knowledge of the highest governance body	2022 Proxy Statement, p. 11		
	2-18	Evaluation of the performance of the highest governance body	2022 Proxy statement, p. 28		
	2-19	Remuneration policies	2022 Proxy Statement, p. 33		
	2-20	Process to determine remuneration	2022 Proxy Statement, p. 48		
	2-21	Annual total compensation ratio	2022 Proxy Statement, p. 67		
	2-22	Statement on sustainable development strategy	2022 Proxy Statement, p. 6		

GRI Context Index

GENERAL DISCLOSURES					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 2: General Disclosures 2021	2-23	Policy commitments	2022 Sustainability Report, pp. 66, 80-84 Viatris' Mission Viatris' Code of Business Ethics and Conduct Corporate Social Responsibility	16	
	2-24	Embedding policy commitments	2022 Sustainability Report, pp. 53-84		
	2-25	Processes to remediate negative impacts	2022 Sustainability Report, p. 83		
	2-26	Mechanisms for seeking advice and raising concerns	2022 Sustainability Report, pp. 80-83 Viatris' Code of Business Ethics and Conduct	16	
	2-27	Compliance with laws and regulations	2022 Form 10-K, pp. 18-19		
	2-28	Membership associations	2022 Sustainability Report, pp. 76-77		
	2-29	Approach to stakeholder engagement	2022 Sustainability Report, pp. 17-19, 54		
	2-30	Collective bargaining agreements	2022 Sustainability Report, p. 68	8	

GRI Context Index

MATERIAL TOPICS					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-1	Process to determine material topics	2022 Sustainability Report, p. 54		
	3-2	List of material topics	2022 Sustainability Report, p. 54 The information covered in this report does not significantly differ from previous report coverage. There were no changes to Viatris' material topics compared to the previous reporting year		

ECONOMIC					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	2022 Sustainability Report, pp. 56-67, 78-84		
GRI 201: Economic Performance 2016**	201-1	Direct economic value generated and distributed	Relevant information is provided on 2022 Form 10-K, pp. 55-63, 85	8, 9	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	2022 Sustainability Report, pp. 45-52	5, 9, 11	
	203-2	Indirect economic impacts	2022 Sustainability Report, pp. 56-67	1, 3, 8	
GRI 205: Anti-corruption 2016**	205-2	Communication and training about anti-corruption policies and procedures	2022 Sustainability Report, pp. 80-81	16	10
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2022 Form 10-K, pp. 137-143 for a description of certain legal actions, including actions concerning antitrust allegations	16	10

GRI Context Index

ENVIRONMENTAL					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	2022 Sustainability Report, pp. 71-78		
GRI 302: Energy 2016**	302-4	Reduction of energy consumption	2022 Sustainability Report, pp. 38-41, 74,	7, 8, 12, 13	8, 9
GRI 305: Emissions 2016**	305-1	Scope 1 GHG emissions	2022 Sustainability Report, p. 74	12, 13, 14, 15	7, 8
	305-2	Scope 2 GHG emissions	2022 Sustainability Report, p. 74	3, 12, 13, 14, 15	7, 8
	305-5	Reduction of GHG emissions	2022 Sustainability Report, p. 74	13, 14, 15	7, 8, 9
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	All suppliers must abide by our Supplier Code of Conduct, which includes environmental requirements		7, 8, 9

SOCIAL					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	2022 Sustainability Report, pp. 68-73, 78-84		
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Minimum notice periods regarding operational changes impacting employees, including continued employment, vary across the company, as determined by legislation, local and regional policies and practices, individual employment contracts, and collective bargaining agreements, as applicable	8	

GRI Context Index

SOCIAL					
GRI 403: Occupational Health and Safety 2018**	403-1	Occupational health and safety management system	2022 Sustainability Report, pp. 34-37, 71-73 Global Public Health and Safety Policy	8	
	403-2	Hazard identification, risk assessment and incident investigation	2022 Sustainability Report, pp. 71-73 Global Public Health and Safety Policy	8	
	403-3	Occupational health services	2022 Sustainability Report, pp. 33-37, 71	8	
	403-4	Worker participation, consultation, and communication on occupational health and safety	2022 Sustainability Report, pp. 33-37, 68	8, 16	
	403-5	Worker training on occupational health and safety	2022 Sustainability Report, pp. 33-37	8	
	403-6	Promotion of worker health	2022 Sustainability Report, pp. 33-37	3	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2022 Sustainability Report, pp. 62-67, 79-82 Global Public Health and Safety Policy	8	
	403-9	Work-related injuries	2022 Sustainability Report, p. 73	3, 8, 16	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	2022 Sustainability Report, pp. 69-70 2022 Proxy Statement, p. 11	5, 8	6
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	All suppliers must abide by our Supplier Code of Conduct, which includes social requirements	5,8,16	1, 2, 3, 4, 5, 6, 10
GRI 415: Public Policy 2016	415-1	Political contributions	2022 Sustainability Report, p. 84	16	10
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	As part of our PV program, all products are monitored and assessed for safety impact on an ongoing basis		

GRI Context Index

TOPICS IN THE APPLICABLE GRI SECTOR STANDARDS DETERMINED AS NOT MATERIAL					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 303: Water and Effluents 2018**	303-1	Interactions with water as a shared resource	2022 Sustainability Report, pp. 41-42, 75-76	6, 12	8
	303-2	Management of water discharge-related impacts	2022 Sustainability Report, pp. 41-42, 75-76	6	8
	303-3	Water withdrawal	2022 Sustainability Report, pp. 75-76		8
	303-4	Water discharge	2022 Sustainability Report, pp. 75-76	6	8
GRI 306: Effluents and Waste 2016**	306-2	Waste related impacts	2022 Sustainability Report, p. 76	6, 8, 11, 12	8
	306-3	Waste generated	2022 Sustainability Report, p. 76	3, 6, 12, 15	
GRI 307: Environmental Compliance 2016**	307-1	Non-compliance with environmental laws and regulations	No material fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in 2022	16	
GRI 401: Employment 2016**	401-1	New employee hires and employee turnover	2022 Sustainability Report, p. 70	8	6
	401-2	Full-time benefits not provided to temporary/ part-time employees	Viatris' Careers	3, 5, 8	
GRI 404: Training and Education 2016**	404-1	Average hours of training per year per employee	2022 Sustainability Report, pp. 31-32, 57		
	404-2	Programs for upgrading employee skills and transition assistance programs	2022 Sustainability Report, pp. 31-32, 57 Viatris' Careers	8	
	404-3	Percentage of employees receiving regular performance and career development reviews	2022 Sustainability Report, p. 30	8, 10	6
GRI 412: Human Rights 2016**	412-2	Employee training on human rights policies or procedures	2022 Sustainability Report, p. 84	5	1, 2, 3, 4, 5
GRI 413: Local Communities 2016**	413-1	Operations with local community engagement, impact assessments, and development programs	2022 Sustainability Report, pp. 45-52		1
GRI 417: Marketing and Labeling 2016**	417-1	Requirements for product and service information and labeling	2022 Sustainability Report, pp. 83-84	12	

Sustainability Accounting Standards Board: Biotechnology and Pharmaceuticals Sustainability Accounting Standard

As part of our efforts to evolve the disclosure regarding our approach and performance around topics that are important to key stakeholders and recognizing the growing integration of ESG information in investor decision-making, Viatris considered the SASB indicators when developing this report. In the table below we point to relevant content per a set of SASB topics and metrics, selected per our industry classification according to SASB. Also, some SASB metrics are omitted due to certain data being confidential or not readily available.

SASB CODE	METRIC DETAILS	CROSS-REFERENCE OR ANSWER
Safety of Clinical Trials		
HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	2022 Sustainability Report, pp. 61-62
HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	We currently do not report this indicator, but relevant information is provided in this report on p. 59 and in our 2022 Form 10-K on p. 13
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	We currently do not report this indicator, but, to the extent such legal proceedings exist, none resulted in an award of monetary damages
Access to Medicine		
HBP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	2022 Sustainability Report, pp. 13-25, 55-56
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	2022 Sustainability Report, pp. 55-85
Affordability and Pricing		
HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	We currently do not report this indicator, but have no such settlements
HC-BP-240b.2	Percentage change in: (1) average list price (2) average net price across U.S. product portfolio compared to previous year	We currently do not report this indicator, but relevant information is provided on pp. 23, 78 of the 2022 Sustainability Report
HC-BP-240b.3	Percentage change in: (1) list price (2) net price of product with largest increase compared to previous year	We currently do not report this indicator, but relevant information is provide on pp. 23, 78 of the 2022 Sustainability Report

SASB CODE	METRIC DETAILS	CROSS-REFERENCE OR ANSWER
Drug Safety		
HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	One batch of Semglee (insulin glargine injection), 100 units/mL (U-100), 3 mL prefilled pens due to the potential for a missing label in the batch; one batch of Insulin Glargine (Insulin glargine-yfgn) Injection, 100 units/mL (U-100), due to the potential for a missing label in the batch, one batch of Insulin Glargine (Insulin glargine-yfgn) Injection Pens, 100 unis/mL (U-100) due to the potential of missing labels on some pens; and one lot of Octreotide Acetate Injection, 500 mcg/mL due to glass particulates in a syringe
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	We currently do not report this indicator, but relevant information is provided on pp. 59-60 of the 2022 Sustainability Report.
HC-BP-250a.3	Number of recalls issued, total units recalled	We currently do not report this indicator, but relevant information is provided on 2022 Sustainability Report, pp. 60-61
HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	We currently do not report this indicator, but relevant information is provided on 2022 Sustainability Report, p. 76
HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	There have been no formal enforcement proceedings; for examples of FDA observations and official agency correspondence to the company, see p. 31 of our 2022 Form 10-K
Counterfeit Drugs		
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	2022 Sustainability Report, pp. 63-64
HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	We currently do not report this indicator, but relevant information is provided in this report on pp. 63-64 and pp. 27-28 of our 2022 Form 10-K
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	We currently do not report this indicator, but relevant information is provided on pp. 63-64 and pp. 27-28 of our 2022 Form 10-K

SASB CODE	METRIC DETAILS	CROSS-REFERENCE OR ANSWER
Ethical Marketing		
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	We currently do not report this indicator but, to the extent such legal proceedings exist, none resulted in an award of material monetary damages
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Promotional activities and materials must never involve promotion of drugs for off-label indications, uses, doses or populations
Employee Recruitment, Development and Retention		
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	2022 Sustainability Report, pp. 19-20
HC-BP-330a.2	1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	2022 Sustainability Report, p. 69
Supply Chain Management		
HC-BP-510a.2	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	2022 Sustainability Report, pp. 58, 64-65
Business Ethics		
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	We currently do not report this indicator but, to the extent such legal proceedings exist, none resulted in an award of monetary damages
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	2022 Sustainability Report, pp. 82-83
Activity Metrics		
HC-BP-000.A	Number of patients treated	2022 Sustainability Report, pp. 3, 13-25
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	2022 Sustainability Report, pp. 3, 55

Task Force on Climate-related Financial Disclosures

We recognize the need for relevant information on management of climate change risks and opportunities. We are continuing to incorporate the recommendations by the Task Force on Climate-related Financial Disclosures (TCFD) into our energy and climate change strategies and disclosures. As part of establishing our baseline and goals, we will also enhance our alignment with these recommendations. The table below provides a guide of where we provide relevant information. Our climate and water responses to the CDP are available on CDP's public responses page and provide more comprehensive information.

TCFD THEMATIC AREA	CROSS-REFERENCE OR ANSWER
Governance	p. 71 2022 CDP Climate Response (C1.1b, C1.2, C1.2a, C1.3a)
Strategy	pp. 39-41, 71-72, 74 2022 CDP Climate Response (C2.1a, C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.2, C3.2a, C3.2b, C3.3, C3.4)
Risk Management	pp. 40, 71-72 2022 CDP Climate Response (C2.1, C2.2, C2.2a)
Metrics and Targets	pp. 39-41, 74 2022 CDP Climate Response (C4.1, C4.2, C5.2, C6.1, C6.3, C6.5, C7.1-6, C8.2, C9.1, C10.1, C11.2)

Forward-Looking Statements

This document contains "forward-looking statements." These statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements may include, without limitation, statements about our sustainability goals. The goals or outlooks with respect to the Company's strategic initiatives, including but not limited to the Company's two-phased strategic vision and potential divestitures and acquisitions; the benefits and synergies of acquisitions, divestitures or our global restructuring program, future opportunities for the Company and its products and any other statements regarding the Company's future operations, financial or operating results, capital allocation, dividend policy and payments, stock repurchases, debt ratio and covenants, anticipated business levels, future earnings, planned activities, anticipated growth, market opportunities, strategies, competitions, commitments, confidence in future results, efforts to create, enhance or otherwise unlock the value of our unique global platform, and other expectations and targets for future periods. Forward-looking statements may often be identified by the use of words such as "will," "may," "could," "should," "would," "project," "believe," "anticipate," "expect," "estimate," "forecast," "potential," "pipeline," "intend," "continue," "target," "seek" and variations of these words or comparable words. Because forward-looking statements inherently involve risks and uncertainties, actual future results may differ materially from those expressed or implied by such forward-looking statements. Factors that could cause or contribute to such differences include, but are not limited to:

- the possibility that the Company may be unable to realize the intended benefits of, or achieve the intended goals or outlooks with respect to, its strategic initiatives;
- the possibility that the Company may be unable to achieve expected benefits, synergies and operating efficiencies in connection with acquisitions, divestitures, or its global restructuring program, within the expected timeframe or at all;
- impairment charges or other losses related to the divestiture or sale of businesses or assets;
- the Company's failure to achieve expected or targeted future financial and operating performance and results;
- the potential impact of public health outbreaks, epidemics and pandemics, including the ongoing challenges and uncertainties posed by the COVID-19 pandemic;
- actions and decisions of healthcare and pharmaceutical regulators;
- changes in relevant laws and regulations, including but not limited to changes in tax, healthcare and pharmaceutical laws and regulations globally (including the impact of recent and potential tax reform in the U.S.);
- the ability to attract and retain key personnel;
- the Company's liquidity, capital resources and ability to obtain financing;
- any regulatory, legal or other impediments to the Company's ability to bring new products to market, including but not limited to "at-risk launches;"
- success of clinical trials and the Company's or its partners' ability to execute on new product opportunities and develop, manufacture and commercialize products;
- any changes in or difficulties with the Company's manufacturing facilities, including with respect to inspections, remediation and restructuring activities, supply chain or inventory or the ability to meet anticipated demand;
- the scope, timing and outcome of any ongoing legal proceedings, including government inquiries or investigations, and the impact of any such proceedings on the Company;
- any significant breach of data security or data privacy or disruptions to our information technology systems;
- risks associated with having significant operations globally;
- the ability to protect intellectual property and preserve intellectual property rights;
- changes in third-party relationships;
- the effect of any changes in the Company's or its partners' customer and supplier relationships and customer purchasing patterns, including customer loss and business disruption being greater than expected following an acquisition or divestiture;
- the impacts of competition, including decreases in sales or revenues as a result of the loss of market exclusivity for certain products;
- changes in the economic and financial conditions of the Company or its partners;
- uncertainties regarding future demand, pricing and reimbursement for the Company's products;
- uncertainties and matters beyond the control of management, including but not limited to general political and economic conditions, inflation rates and global exchange rates; and
- inherent uncertainties involved in the estimates and judgments used in the preparation of financial statements, and the providing of estimates of financial measures, in accordance with U.S. GAAP and related standards or on an adjusted basis.

For more detailed information on the risks and uncertainties associated with Viatris, see the risks described in Part I, Item 1A Viatris' annual report on Form 10-K for the year ended December 31, 2022, as amended, and our other filings with the SEC. You can access Viatris' filings with the SEC through the SEC website at www.sec.gov or through our website and Viatris strongly encourages you to do so. Viatris routinely posts information that may be important to investors on our website at investor.viatris.com, and we use this website address as a means of disclosing material information to the public in a broad, non-exclusionary manner for purposes of the SEC's Regulation Fair Disclosure (Reg FD). Viatris undertakes no obligation to update any statements herein for revisions or changes after the date of this document, which is May 16, 2023 other than as required by law.