




VIATRIS™ | **2021** Sustainability Report

Our Mission

At VIATRIS™, we see healthcare not as it is, but as it should be. We act courageously and are uniquely positioned to be a source of stability in a world of evolving healthcare needs.

Viatris empowers people worldwide to live healthier at every stage of life.

We do so *via:*

Access

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

Leadership

Advancing sustainable operations and innovative solutions to improve patient health

Partnership

Leveraging our collective expertise to connect people to products and services

Table of Contents

Introduction

Making a Difference

Management Disclosure and Performance Data

Appendix

This i-icon throughout this report indicates there is additional information for a topic in the Management Disclosure and Performance Data section. This section provides a comprehensive description of Viatris' management, governance and organization of important environmental, social and governance (ESG) matters, as well as performance data.

Viatris at a Glance 2021

>80 Billion doses sold across **>165** countries and territories

>1,400 approved molecules

~100 access countries reached[3]
Based on the Access to Medicine Foundation's list of countries

>400 biosimilar marketing authorization approvals globally

	Emerging Markets	Developed Markets	Japan, Australia and New Zealand (JANZ)	Greater China
				
Products in development by region[1]	70	210	65	30
Products pending approval by region[2]	1,050	530	10	15

~500 Million
doses of medicine donated

~37,000 colleagues across **70+** countries

~3,000
R&D, regulatory, clinical and medical experts

CDP SUPPORTER 2021

2021 CDP Scores
Water security **B**
Climate change **B–**

Partnerships[4]

NCD Academy · amr INDUSTRY ALLIANCE UNITED AGAINST ANTIMICROBIAL RESISTANCE · TB Alliance · PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE Building responsible supply chains · SESAME WORKSHOP · SBP · Direct Relief

Business partnerships, memberships and philanthropic collaborations help us reach patients and communities worldwide.

Awards and Recognitions

FORTUNE CHANGE THE WORLD 2021 · Forbes 2021 WORLD'S BEST EMPLOYERS · AMERICA'S MOST RESPONSIBLE COMPANIES 2022 Newsweek statista

Related Sources

[1]Numbers have been rounded, Unique Molecule + form in Commercial segment
[2]Numbers have been rounded, Molecule + Form + Country
[3]The Access to Medicine Foundation
[4] Expanded list of partners on pages 80-81

All information presented as of December 31, 2021, unless otherwise noted.

About this Report

COMMUNICATION ON PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

This is the second annual sustainability report for Viatris, which was formed in November 2020. This report presents work and progress across key topics in 2021, a year shaped by our efforts to integrate two legacy organizations into one global healthcare company dedicated to sustainable access to medicine.

Sustainability is fundamental to the Viatris mission. We work to advance responsible and sustainable operations and leverage our collective expertise to empower people worldwide to live healthier at every stage of life, recognizing that our actions affect the stakeholders and communities we serve.

Through this publication, we describe our holistic 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 2021, the report also includes some updates from early 2022. 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 is prepared in accordance with the GRI Standards: Core level, references 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.

Certain subsidiaries are also subject to statutory sustainability reporting in the 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, 2021 to Dec. 31, 2021, 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, including the Company's most recent Annual Report on Form 10-K on Feb. 28, 2022, as amended by the Form 10-K/A filed on April 29, 2022.

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.

More information on Viatris' work, policies and management processes is also available at Viatris.com.

Delivering on Our Vision

A Message from Our CEO

Our colleagues around the world truly exemplified the power that lies in collaboration, focus and resilience during our first full year as Viatris. Despite the challenges of the ongoing pandemic, especially to the global supply chain, we remained agile and committed to delivering medicines to patients with little to no disruptions and protecting the safety, health and well-being of our colleagues.

Access is at the heart of our mission, and we marked several significant milestones in 2021 in expanding access to more affordable treatments. Together with our partner Atomo Diagnostics, we announced a multi-year agreement with global health agency Unitaid to expand access to HIV self-testing in low- and middle-income countries (LMICs). Together with our partner Biocon Biologics, we announced the launch of the first interchangeable biosimilar in the U.S., SEMGLEE® (insulin glargine-yfgn) Injection and Insulin Glargine (insulin glargine-yfgn) Injection, which provides more affordable options for the millions of Americans living with diabetes. We also received tentative FDA approval, and full approval in 2022, for the first generic version of Symbicort® for the treatment of asthma and chronic obstructive pulmonary disease (COPD) in partnership with Kindeva.

These examples highlight the impact of our Global Healthcare Gateway®, which opens our vast infrastructure to partners so we can collectively make a difference by broadening healthcare access.

As a signatory to the UN Global Compact (UNGC), we believe companies can be a force for good, and it is essential that we work to be enablers of potential solutions to some of society's most pressing challenges. As part of advancing our commitments and work in 2021, we endorsed the Women's Empowerment Principles and signed on to the UNGC CEO Water Mandate. To further progress our work, we have set company-wide goals in the areas of patient access, the environment, and diversity, equity and inclusion (DE&I). These goals are just a few examples of the work going on at every level of our organization to make a difference. You can read more details about these goals throughout this report.

We also used 2021 to establish a solid foundation for our future as a long-term partner in sustainable access to medicine. That work included a comprehensive strategic review to identify opportunities where we can add value, remove inefficiencies, simplify the organization and reduce risk. In short, we are working to make Viatris a simpler, stronger and more focused company. In doing so, we are positioning ourselves to develop more complex and novel products, providing greater opportunities to target gaps in patient care.

As I write this letter, I am also mindful of the crisis in Ukraine and the millions of people affected by conflicts around the world. We are working to support our employees and their families as well as the communities impacted while continuing to do all we can to supply essential medicines to patients in need.

With all that the world continues to face, making a difference as a company can come in many forms. Whether it has been supporting our own colleagues, managing partnerships to ensure a consistent supply of medicine for patients or setting goals that position us for a brighter future, I am proud of all that we have accomplished during our first year. And our story is just beginning. We hope you will continue to follow along in our journey.

Michael Goettler, CEO

"Viatris was launched with a clear focus on expanding access and ensuring a continued, reliable supply of medicine to patients in need. Even in the midst of the pandemic, the company was able to achieve this mission, while also meeting its financial commitments, progressing on integration activities and advancing efforts across key ESG topics. The Board of Directors recognizes the achievements of our outstanding global workforce in these areas during our first full year as Viatris and continues to work closely and strategically with management to create a company that is well positioned for long-term success and to empower people worldwide to live healthier at every stage of life."

— Robert J. Coury
Executive Chairman, Viatris

Advancing Our Commitments to Sustainability

Our world continues to face many challenges, including the continuing impacts of the COVID-19 pandemic, growing disparities in access to healthcare, increasing effects of climate change, and most recently, the crisis in Ukraine. At the same time, stakeholders continue to expect companies to take appropriate steps to address these complex issues and mitigate risks where aspects of their businesses are implicated. Guided by our mission, we set out in 2021 in our first full year as Viatris to distinguish ourselves as a valued partner eager to roll up our collective sleeves and help where possible.

Our commitment to access to medicine and supporting resilient healthcare systems by advancing sustainable and responsible operations truly is a collective mission, realized through the dedication of colleagues across the organization. We are honored to have been recognized last year for our efforts on Fortune's Change the World list, Newsweek's America's Most Responsible Companies list and Forbes' World's Best Employers list. These achievements acknowledge not only the amazing and meaningful work by our teams around the world but also our continuing commitment to act responsibly.

2021 was a year in which we expanded our commitments to sustainability. As part of furthering our commitment to the UNGC and supporting progress on the Sustainable Development Goals (SDGs), we became signatories to the UNGC CEO Water Mandate and Women's Empowerment Principles. We also did the important groundwork required to establish and prioritize initial company-wide and multi-year goals. That work involved internal experts from multiple functions working in collaboration with external partners.

In the pages that follow, you'll learn more about these goals, our holistic approach to sustainability and efforts to make a difference. We look forward to sharing with you the strong foundation we have built, the progress we have made in our first year and our constant commitment to acting responsibly as we continue our mission of supporting sustainable access to medicine for patients around the world, regardless of geography or circumstance.

— Lara Ramsburg
Head of Corporate Affairs

UN Sustainable Development Goals Most Relevant to Viatris

We are well positioned to support progress towards Sustainable Development Goal (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. As a global healthcare company, how we conduct ourselves and interact with our partners impacts that and other goals.

We intend to apply and leverage our unique capabilities, manage inherent risks, and be a reliable partner as the world builds back from the pandemic and seeks to accelerate progress towards 2030.

"Global health disparities have always been a great concern, but the continuing COVID-19 pandemic has further highlighted the urgency of issues such as growing divides based on patients' geography and circumstance. Further, the battle against antimicrobial resistance, climate change and other environmental concerns are becoming increasingly urgent. Partnerships are key for informed solutions and lasting impact, and we are committed to continuing to grow our leadership in these areas."

— Lina Andersson
Head of CSR Development and Operations

Our Initial Sustainability Goals

ACCESS

- 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.
- Impact 100 million patients via healthcare professional (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.

DE&I

- 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.

ENVIRONMENT

- Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions 42% by 2030[1] and reduce Scope 3 GHG emissions covering purchase goods and services, capital goods, fuel and energy related alternatives and upstream transportation and distribution 25% by 2030.[1] These near-term targets have been submitted to the Science Based Targets initiative (SBTi) for review and validation.
- Perform water risk assessments for all locations in high or extremely-high water risk areas as identified by the World Resource Institute and identify appropriate water conservation initiatives by 2025.
- Achieve a 50% increase in the number of zero landfill locations by 2030.[1]

These priority areas and initial goals support our sustained operations and relevance, our contribution to advancing global sustainable development goals 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.

Sources | [1]2020 as baseline

Our Model for Sustainable Access to Medicine

Viatris provides high-quality, trusted medicines, regardless of geography or circumstance. In 2021, we sold more than 80 billion doses, serving patients in more than 165 countries and territories, reaching approximately 90% of low- and lower-middle-income countries. Our portfolio comprises more than 1,400 approved molecules across more than 10 major therapeutic areas and includes globally recognized iconic and key brands, generics, complex generics and biosimilars.

"We are a development house with capabilities that will be further strengthened and focused in coming years, as we continue to move up the value chain. Our portfolio and pipeline are diverse across a wide range of therapeutic areas, segments and markets. Building off of our success in 2021, including receiving approval for the first interchangeable biosimilar in the U.S., we intend to continue to build a pipeline focusing on products with complexity to address treatment gaps and also investing in life-cycle amendment of certain key products in our current portfolio for various regions."

— Rajiv Malik
President, Viatris

We have industry-leading commercial, R&D, regulatory, manufacturing, legal and medical expertise, complemented by a strong commitment to quality and an unparalleled geographic footprint to deliver high-quality medicines. Our work to expand access, support healthcare systems and global health also entails services such as diagnostic clinics, medical research, healthcare professional (HCP) education and digital tools to help patients better manage their health.

Our deep market expertise in our four market segments lays the foundation for our relevance to patients and partners. Our decision to launch a product in a given country is based on identifying patient and health system needs while respecting the regulatory, legal and intellectual property landscape and market and customer dynamics.

Viatris' products make their way to patients through a variety of intermediaries, or channels: pharmaceutical wholesalers/distributors; pharmaceutical retailers; institutional pharmacies; mail-order and e-commerce pharmacies; and specialty pharmacies.

RESHAPING AND BUILDING FOR THE FUTURE

Since the creation of Viatris in 2020, we have worked to leverage our strong foundation and further establish ourselves for future success as a long-term partner and sustained value creator for key stakeholders. To that end, in 2021 we commenced a significant global restructuring program focusing on how Viatris can add further value for patients, healthcare systems and shareholders by drawing upon our proven capabilities, increasing efficiency and focus, and reducing risk.

Our Four Market Segments:

- Developed Markets, which is Europe and North America
- JANZ, which is Japan, Australia and New Zealand
- Greater China, which is 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

Evolving our Portfolio and Product Development Strategy

Innovation is key to expanding access to medicine. R&D is often assumed to reference only the research and development of new, brand-name drugs. However, there are many other components of development that are just as critical to providing the world's population with access to needed medicines.

We have a strong legacy in developing products with high probability of technical and regulatory success and a strong track record to be among the first to market difficult-to-make generic versions of drugs.

We have expertise across multiple dosage forms and engage in strategic development partnerships that can complement and enhance our organic capability and capacity — to help enhance development timelines, broaden our portfolio and technical capabilities and share risks, cost and commercial success.

While we will continue to diligently pursue important generics opportunities, we will increasingly focus on complex and novel products targeting gaps in care, all with a first-to-market emphasis and serving our mission of patient access. Complex products categories are critical to patient health and are growing at a rapid pace.

BRAND	VIATRIS	YEAR APPROVED	FIRST INDUSTRY APPROVAL
COPAXONE (glatiramer acetate injection)	Glatiramer Acetate Injection	2017	✓
Herceptin trastuzumab	Ogivri (trastuzumab-dkst) Injection 420mg | 150mg	2017	✓
Neulasta (pegfilgrastim) injection	Fulphila (pegfilgrastim)	2018	✓
	YUPELRI revefenacin	2018	✓
ADVAIR DISKUS	Wixela Inhub (fluticasone propionate and salmeterol inhalation powder, USP) 100/50 mcg 250/50 mcg 500/50 mcg	2019	✓
LANTUS insulin glargine injection 100 Units/mL	Semglee insulin glargine injection 100 units/mL (U-100)	2020	
Symbicort (budesonide/formoterol fumarate dihydrate) Inhalation Aerosol	Breyna	2022	✓
LANTUS insulin glargine injection 100 Units/mL	Interchangeability Semglee insulin glargine injection 100 units/mL (U-100)	2021	✓
Restasis (cyclosporine ophthalmic emulsion) 0.05%	Cyclosporine Eye Drops	2022	✓

We believe that Viatris' early vision and continued commitment provides one of the deepest complex product pipelines in the industry and that we are well positioned to capitalize on these growth opportunities in the future, to the benefit of patients, shareholders and other stakeholders. Our confidence in the future delivery of our pipeline is rooted in our strong historic development programs.

Viatris has what is needed to deliver complex Gx 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

As we move our portfolio up that value chain, we are focused on making improvements to existing products and expanding formulations to make them more widely available to 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 rationalization. Throughout this process, we carefully consider the availability of alternatives for patients to avoid disruption in critical medications.

"2021 was a special and successful year for Viatris. We delivered on our financial commitments, realizing approximately $500 million of cost synergies as well as generating approximately $700 million in new product revenue.

Looking forward, we will execute on our strategy to unlock value, further enhancing our financial flexibility and increase investments into the business to enable the reshaping of our company."

— Sanjeev Narula
Chief Financial Officer, Viatris

Source | What is a 505(b)(2)?

VIATRIS' GLOBAL HEALTHCARE GATEWAY

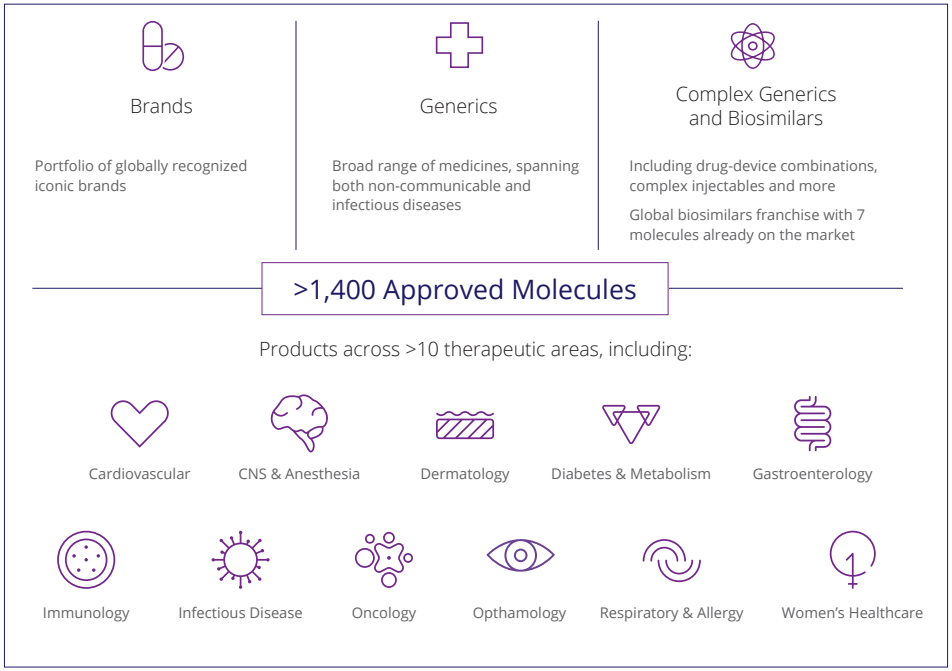
The Global Healthcare Gateway® (Gateway) truly encapsulates the three pillars of our mission: Access, Leadership and Partnership. To realize the opportunities of the Gateway, we are enhancing our capital allocation approach to business development and our organic and inorganic R&D investments through a focused governance structure to ensure the highest level of strategic decision-making.

The Gateway connects potential partners with Viatris and our network to help them accelerate the possibilities of using their own healthcare assets to reach more patients by leveraging our unique global platform, expanding patient access to more affordable treatment and more rapid diagnosis.

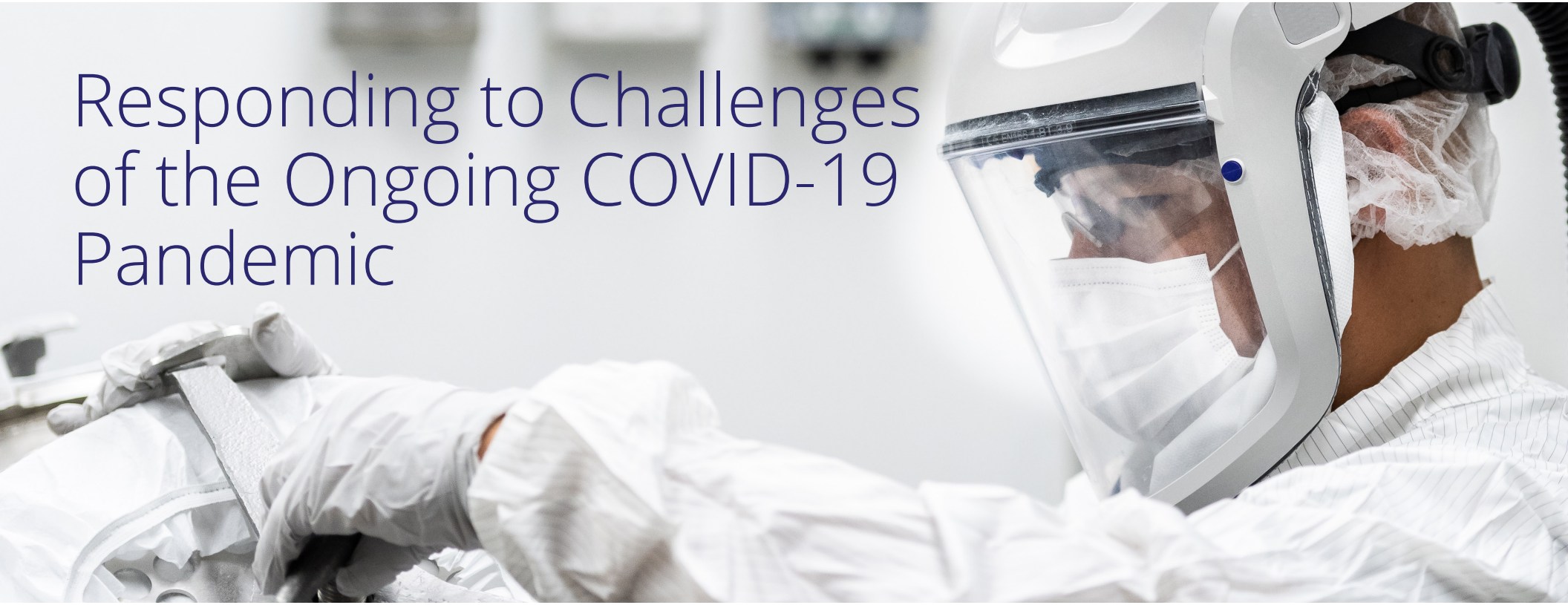
POWERFUL OPERATING PLATFORM

Our vertically integrated 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 active pharmaceutical ingredients (APIs) on five different continents. 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 the COVID-19 pandemic despite significant demand volatility.

Sustainable, Diverse and Differentiated Portfolio



Responding to Challenges of the Ongoing COVID-19 Pandemic



The health and safety of our colleagues and their families, and maintaining business operations for the patients who rely on us, were our highest priorities in 2021, as the COVID-19 pandemic persisted, spreading through new variants around the world. The pandemic has been called the "inequality virus" as it has hit countries and communities very differently, and both the direct and indirect impacts vary worldwide. As a global healthcare company, we both operate in and serve patients in a variety of circumstances, and our teams closely track developments so we can respond appropriately.

We have taken extra precautions to protect site personnel and operations, including implementing social distancing measures, daily health assessments and split shifts where feasible. We offer a wide range of benefits and programs that are locally customized to meet the unique needs of employees, and regularly offer advice and support to those working from home.

"Our teams did an exceptional job managing the uncertainty of the pandemic to protect the health and safety of our workforce and ensure supply continuity for patients. During 2021, we maintained a global service level of more than 90%. We will remain dedicated to this commitment as long as the pandemic and global unrest endures."

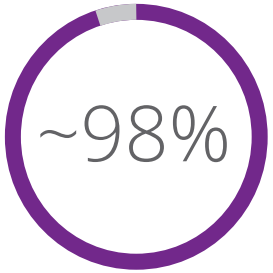
— Sinead Griffiths
Head of Global Supply Chain, Viatris

In addition to supporting our employees, it has been vital that we continue to provide essential medicines that patients depend on through our reliable business operations. COVID-19 has led to unprecedented disruptions to international trade and transit, and 2021 saw continued activity by governments seeking greater supply security. Amid this challenging backdrop, we upheld high customer service levels via a reliable supply chain to serve patients around the world.

Thanks to efforts to build our supply chain systems and enhance our visibility into patient needs, before the pandemic began, Viatris was well positioned to monitor and respond to the volatility caused by COVID-19. We had established solid processes and systems that were essential to enabling us to focus on getting products to patients. Because of strong relationships with our logistic suppliers and our global and diverse supply chain, we were able to pinpoint specific low stock levels across the network and prioritize what was most important on a daily basis. We were able to move product from one region to another, chartering our own aircraft when other airlines were grounded and getting medicines to patients with vital needs. No single country or company can meet the needs of all patients; but urgent solutions were identified through multi-stakeholder collaborations, and we believe with lasting positive impact.

OUR RESPONSE IN INDIA

India experienced a significant surge of COVID-19 in 2021, with hospitals overrun and patients struggling to gain access to oxygen and life-saving medicines. Across all of our facilities in India, we offered regular training and communication to employees about the pandemic, workplace protective practices and return-to-workplace safety. We encouraged employees to get vaccinated, with vaccination camps organized across our locations for both employees and their families. In all, about 98% of Viatris India employees are vaccinated, which is one of the highest vaccination rates among companies in the country and well above the national average.



of Viatris India employees are vaccinated for COVID-19, more than the national average.

We provided health and safety support for all employees, including team members and their families who contracted the virus. Support included access to on-call doctors 24/7, professional counseling, quarantine care and advisory services and home isolation kits.

For those employees who were hospitalized, we worked to ensure our colleagues and their families had access to hospital beds, ventilators, oxygen and medicines. Viatris medical personnel also obtained status updates from hospital personnel, typically on a daily basis. We provided financial and educational support for the families of colleagues lost to COVID-19.

All of these efforts — including our work to ensure business continuity and support employees worldwide — were overseen by a core COVID-19 management team.

As in other parts of the world, mental health was also a big part of our employee outreach efforts in India. An Employee Wellbeing and Assistance Program (EWAP) was launched in several languages in 2021, providing professional counseling to employees and their families. We gave sessions and webinars on positive mental health and provided special health insurance coverage over and above the standard for employees, spouses and children.

"Our ability to help serve patients during the pandemic was dependent on the amazing efforts of our colleagues who continued to work in manufacturing facilities worldwide despite the challenges posed by COVID-19. Making sure that those colleagues and their families were protected was and continues to be a priority for us."

— **Peter McCormick**
Global Head of Oral Solid Dose and Dermatologics Science & Operations, Viatris

Expanding Access to Remdesivir

We worked closely with the government of India to ensure equitable access of medicines across both state and private hospitals across the country. One of those key medicines was the antiretroviral remdesivir. Viatris teams worked tirelessly to ensure a stable supply of access to remdesivir, under the brand name DESREM™, in India and over 24 other licensed markets to more than 1 million people. A few examples follow:

- Employing a multifaceted approach to quickly increase production of remdesivir, Viatris' Operations team expanded internal facility capacity while simultaneously onboarding contract manufacturers to increase production.
- Commercial and Operations teams worked with multiple vendors to expedite procurement of raw materials, collaborating with India's Ministry of External Affairs to expedite delivery timelines from suppliers located outside of the country.
- The Supply Chain team worked with logistic service providers and airline carriers to ensure smooth and timely shipments to all corners of the country.

In addition, we set up a COVID-19 helpline, where Viatris provided information about the availability of remdesivir to patients and healthcare providers. The team worked around the clock to respond to hundreds of daily requests.

In May 2021, our partnership with the government in India also gave us visibility into the growing onset of mucormycosis, a fungal infection that was beginning to occur in patients who had recovered from COVID-19 and had the potential of evolving into a huge crisis across the country.

Foreseeing the urgent need of liposomal amphotericin-B to treat the rapidly rising cases, Viatris leveraged its partnership with Gilead to secure a supply for AmBisome®. Through its collaboration with Gilead, Viatris was able to supply more than 600,000 vials in the months of May and June alone.

We also engaged with on-the-ground efforts in support of local communities through our long-standing corporate social responsibility (CSR) program in India. This included providing ventilators to hospitals, establishing vaccination camps, providing COVID-19 self-test kits and supporting the creation of a modular hospital. Our teams even converted nitrogen generation capabilities at one of our API facilities to produce oxygen for a hospital in Vizag.

"During the most challenging time, our teams in India and around the world worked to take care of each other and patients by ensuring continuity of supply. To be able to accomplish this in the midst of a pandemic shows just how strongly we are driven by our mission."

— **Rakesh Bamzai**
President - India, Emerging Asia and Access Markets, Viatris

Worldwide, we worked through our established partner networks, including Direct Relief and Americares, to provide funding for needed equipment and supplies. For those Viatris employees outside of India who wanted to help, we partnered with the Red Cross to set up an online portal where colleagues could donate to international COVID-19 relief efforts, which included a significant focus on not only in India but also countries in need including Brazil. Viatris matched employee donations.

FINDING SOLUTIONS THROUGH COLLABORATIONS

The pandemic has amplified inequalities in healthcare systems worldwide, adding increased urgency to build more sustainable systems. Patients in lower-income countries and settings have been hit especially hard, due to the high risk of exposure to COVID-19, limited vaccination rates, impacts on access to all other healthcare and the economic crisis that has followed the pandemic. As part of coming back from the pandemic, we must capture the unique opportunities for cross-sector collaboration and find innovative solutions that work at local, regional and global levels for patients and healthcare systems. Against the backdrop of ongoing efforts to provide the best care possible for today's patients, governments worldwide are considering how best to prevent future pandemics, while also preparing to respond to the inevitability that COVID-19 will not be the last major health crisis the world faces together.

In 2022, the Medicines Patent Pool announced that Viatris was one of the companies that had signed licensing agreements with originator companies to produce their COVID-19 medicines and supply treatments in more than 90 low- and middle-income countries.[1]

Whether ensuring smooth cross-border flows of medicines, convening new cross-sector groups to nimbly tackle demand surges of critical medicines, or lending expertise in the development of policies impacting supply, Viatris has been an active partner to governments around the world in finding solutions that put patients first. In 2021, those efforts included, among many others:

- Witnessing the surge in demand for intensive care medicines, we partnered with Medicines for Europe on a project to assess the need and increase the supply from manufacturers accordingly. The project was endorsed by the European Commission, providing a targeted solution to demand surges during multiple pandemic waves.
- In Australia, Viatris participated in a government/industry advisory panel to the Minister for Health on policy reforms needed to ensure ongoing supply of medicines to patients, such as capping dispensed amounts on individual prescriptions.
- In Japan, we provided, at no cost, 10,000 units of the emergency supportive anaphylaxis treatment drug EpiPen® to more than 1,700 local governments in charge of COVID-19 vaccination programs for use in the event of post-vaccination anaphylaxis. Further, we led educational webinars with more than 20,000 healthcare workers on the administration of EpiPen.
- In Thailand, we worked closely with the Ministries of Health to ensure scientific awareness about medications commonly used to treat severe symptoms of COVID-19 and secure supply in collaboration with authorities.

Understanding the Patient Journey

We continued our partnership with Carenity, a global digital community supporting patients and caregivers, to measure the impact of the COVID-19 pandemic on people living with noncommunicable diseases (NCDs). The findings from more than 4,800 patients interviewed across seven countries in Europe and the U.S. were published in the International Journal of Environmental Research and Public Health.[2]

- As many as 50% of patients surveyed with NCDs like cardiovascular diseases, mental health conditions, cancers, chronic respiratory diseases and diabetes experienced a worsening of their condition because of disruptions to prevention and treatment services caused by the pandemic
- 17% of respondents developed a new disease
- 26% reported the pandemic impacted regular/long-term treatment intake
- 54% of the patients felt very or completely socially isolated and reported a strong impact of the COVID-19 pandemic on their stress level and state of mind, with higher levels observed in the U.S. compared to Europe
- 59% of the respondents wished to have received additional information regarding the risks associated with their medical condition during the pandemic

Sources

[1] Medicines Patent Pool press release

[2] Impact of the COVID-19 Pandemic on Patients Affected by Non-Communicable Diseases in Europe and in the USA

Our work to fight COVID-19 also included going directly into communities with partners to raise awareness of growing mental health issues, creating access to treatments in vulnerable regions and seeking insight into how COVID-19 was affecting care. A few examples are below:

- We launched various mental health initiatives, leveraging the Yellow September campaign, and Towards Life #yougotthis in Brazil, Central America and the Caribbean to reinforce the importance of taking care of mental health, especially during the pandemic. The #yougotthis campaign reached 8 million people in 14 markets.
- In Brazil, Viatris launched The Mental Health Guide with the hospital Oswaldo Cruz. Each chapter was written by a different specialist and the guide was made available for download for healthcare professionals, patients and their families.
- We engaged with hospital groups and the South African Health Products Regulatory Authority to make remdesivir available for the treatment of more than 2,000 hospitalized COVID-19 patients.
- Viatris Vietnam supported Vingroup, a local distribution partner, in their donation of remdesivir to the Ministry of Health to provide expedited and affordable access to patients.
- In France, we partnered with MesDocteurs to announce the launch of an application to help pharmacists manage their appointments with patients seeking the COVID-19 vaccine.
- In Thailand, we worked to raise awareness about long-term lung function issues for some patients who recover from COVID-19. We worked in partnership on the Save Lungs, Save Lives project with the department of disease control (MoPh), Central Chest Institute of Thailand, Bamrasnaradura Infectious Diseases Institute and Physical Therapy Association of Thailand.

A SPECIAL FOCUS ON CHILDREN AND MENTAL HEALTH

Recognizing the need to address the mental health effects of the virus, we worked to help address COVID-19's impact on one of the world's most vulnerable populations: children. Made possible by Viatris, Sesame Workshop published online resources to help families talk about the stigma associated with COVID-19 and encourage kids and grown-ups alike to show empathy, kindness and compassion. In the "Caring for Each Other" series, videos and printable resources aimed to help children manage strong emotions and big feelings or stay connected with family and friends, among other supports.

Our partnership with Sesame Workshop is continuing in 2022, with the release of live action videos addressing topics including separation anxiety and isolation, normalizing seeking help for mental health care and coping with unpredictability and stress. The materials will be available in multiple languages, including English, Arabic, Hindi, Turkish and Korean.

Access and Global Health

UN SDGs:

Good Health and Well-Being (3)

Gender Equality (5)

Partnerships for the Goals (17)

This chapter includes:

Our company's commitment to sustainable access to high-quality medicines is fundamental to our mission of empowering people worldwide to live healthier at every stage of life. We believe strongly in doing our part to build a better future by helping tackle some of the world's most complex health problems. To address the overall burden of disease, we go beyond making and distributing medicine to also building public awareness, supporting research and access to education and pursuing innovative solutions for a holistic approach to prevention and treatment.

This approach rests on three pillars: access, leadership and partnership: Providing patients with access to high-quality, trusted medicines, regardless of geography or circumstance; advancing sustainable operations and innovative solutions to improve patient health; and leveraging the collective expertise together with our partners to connect more people to more products and services.

"I truly believe that Viatris has an important role to play in addressing unmet needs and gaps in treatment to help improve the reality for the millions of people worldwide who deserve better access to medicine."

— Abhijit Barve
Chief Medical Officer, Viatris

Read more on this topic

SUSTAINABLE ACCESS AND GLOBAL HEALTH

Ensuring sustainable access to medicine and empowering people to live healthier requires a multipronged approach that includes a global, diversified and reliable supply of medicine delivered via a broad and differentiated portfolio across geographies, policy solutions that remove barriers to medicine and care, greater regulatory harmony, disease awareness among patients and healthcare providers, and strong partnerships that address local patient needs while strengthening global health.

We truly believe that through our capabilities and partnerships, serving patients in more than 165 countries and territories, we can contribute to progress on the UN Global Compact Sustainable Development Goal (SDG) #3 — ensure healthy lives and promote well-being for all at all ages. In 2021, we sold more than 80 billion doses of medicine worldwide. We reached approximately 90% of low- and lower-middle-income countries with approximately 7.7 billion doses of medicine.

To help ensure access and strengthen the resilience of healthcare systems, we have set goals around access to HIV treatment for adults and children and patient impact via healthcare professional training by the end of 2025, which are described in further detail later in this chapter.

Generics, complex generics and biosimilars play a very important role in expanding and sustaining access to medicines across geographies and income levels. However, utilization of these medicines continues to vary around the world, often due to lack of awareness and education or policies that favor originator products. High-income countries have benefited from tremendous savings associated with generic and biosimilar competition, which in many cases has led to expanded access to medicines.

NOTABLE GENERICS SAVINGS IN 2020[1,2]

United States	**90%** utilization **20%** medicines spending
Europe	**67%** utilization **29%** medicines spending
Canada	**74%** utilization **27%** medicines spending
Australia	**84%** utilization **29%** medicines spending

Data not specific to Viatris

Our Innovative and Differentiated Pipeline

Our diverse portfolio of more than 1,400 approved molecules enables us to address pressing health challenges through a vertically integrated operational and global commercial platform. Our portfolio addresses both infectious diseases, like HIV/AIDS and tuberculosis and NCDs, like cardiovascular disease, cancer and diabetes, which represent some of the world's deadliest illnesses. We are building a portfolio and leveraging our deep scientific capabilities so we can 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; and
- maintenance and compliance of our existing portfolio of marketed products.

Sources

[1] AAM 2020 Report: Generic Drug and Biosimilars Access and Savings in the U.S.

[2] IGBA: The positive impact that generic and biosimilar medicines have on patients and health systems December 2020

DRIVING POLICY SOLUTIONS FOR EQUITABLE ACCESS

An important part of driving access to high-quality, more affordable medicines for patients is addressing complex regulatory, policy and economic barriers while ensuring continued quality and patient safety. That entails working to support harmonization of different frameworks and economic models that preserve and advance access to quality medicines; building healthier markets that can sustain access in years to come; and strengthening an interconnected, global and resilient supply chain where domestic production policies do not impede the ability of the healthcare system to respond to the ongoing needs of patients.

"Our work to serve patients takes many forms at Viatris. Our core work is clear — ensuring patients have access to medicines to treat conditions that affect their daily lives. But beyond that, Viatris strives to shape the healthcare system in ways that will provide better care to patients and at lower costs."

— Anne Wilson
Head of North America Public Affairs and Strategic Partnerships, Viatris

Healthcare systems vary around the world, but there are systemic issues that affect everyone: the need for greater regulatory efficiency, breaking inequality in access to care, and long-term investment in healthcare. Ensuring that all stakeholders have the facts about generic and biosimilar medicines, and that health systems do not disincentivize use of competitive alternatives like generic and biosimilar medicines, are important aspects of Viatris' public policy efforts. Increasingly, the savings generated by the growing use of generics and biosimilars are allowing healthcare systems to treat more patients for the same amount of money. To help drive these issues within our industry on global, regional and local levels, we hold leadership roles in more than 25 industry associations and actively engage in more than 100 groups worldwide.

To that end, in 2021 we:

- Participated on the International Council for Harmonisation (ICH) Expert Working Groups dedicated to harmonizing guidelines across a broad range of topics. Achieving greater harmonization in the interpretation and application of technical guidelines for pharmaceutical products is important to expanding access faster.
- Partnered with the Center for Research on Complex Generics (CRCG), an initiative funded by the U.S. Food and Drug Administration (FDA) and charged with fostering collaborative interactions to stimulate generic drug research engagement and accelerating progress in areas of high priority to FDA's Office of Generic Drugs (OGD) and the generic drug industry. Notably, we are working to accelerate scientific advances for complex products, which include products with complex active ingredients, formulations, routes of delivery, as well as complex drug-device combination products. Our hope is that this will help to advance development of these products, which have the potential to enhance patient access and provide significant cost savings around the world, as FDA approvals often pave the way for other geographies.
- Engaged with industry partners globally to support the harmonization of bioequivalence requirements. We are seeking to facilitate the approach of global product development through harmonized standards for quality, efficacy and safety of affordable medicines for patients worldwide.

We also work closely with partners to break down barriers to care and advance local solutions to our global policy priorities. In 2021, this work included:

- Leading a coalition in the U.S. trying to modernize prescription labeling policies and ensure up-to-date information is easily accessible for prescribers and patients.
- Heading a successful effort to encourage the U.S. Centers for Medicare and Medicaid Services (CMS) to update formulary policy for interchangeable biosimilars, which will speed patient access to these products.
- Engaging on the European Union's revisions to the Pharmaceutical Strategy for Europe directly and through our industry association, Medicines for Europe.
- Advocating through Generic and Biosimilar Medicines of South Africa (GBMSA) for the local regulatory agency (SAHPRA) to accelerate progress working through an 8-year backlog in drug registrations.
- Partnering with the Egyptian Drug Agency (EDA) and IQVIA on platform enhancing track-and-trace processes to support access to safe and qualified products for Egyptian patients.

ADDRESSING THE BURDEN OF NONCOMMUNICABLE DISEASES

NCDs are the leading causes of death globally. According to the World Health Organization (WHO), NCDs are responsible for about 41 million deaths each year representing nearly 71% of all deaths worldwide.[1] Poverty is closely linked with the prevalence of NCDs, with more than 70% of deaths from NCDs occurring in low- and middle-income countries. Healthcare costs associated with NCDs are high, and that's especially burdensome for low-income countries.

Four disease areas represent about 80% of deaths from NCDs: cardiovascular diseases, cancer, respiratory diseases and diabetes.[1] Viatris' portfolio helps address these areas and, via our commercial footprint and partnerships, we seek to leverage our portfolio to bring access and other services to patients and healthcare systems across the world.

We also strive to educate our employees on the importance of tackling NCDs so that we are better positioned to help patients. In 2021, we established the Viatris NCD Center of Excellence, an internal platform to further enhance knowledge in NCDs and help build meaningful partnerships and patient-centric programs through leveraging our medical knowledge, portfolio, distribution capabilities and external partnerships. In addition, we published a white paper for employees about taking an integrated approach to care for NCDs and infectious diseases.

Other ways in which we advanced awareness, prevention, treatment and diagnosis of NCDs last year included:

- Expanded access to treatment for men with metastatic prostate cancer with the launch of abiraterone, a generic cancer medicine.
- In Korea, launched LipitorPlus, a combination of Lipitor's API and ezetimibe. The new single-pill combination offers a more convenient treatment for patients with dyslipidemia, or high cholesterol.

Connecting Patients to Health and Wellness

Viatris produced the Listen Well podcast, which features Dr. Mo Alsuwaidan exploring topics including pain, depression, inflammation and sleep. The goal is to empower patients to make informed choices about their health.

- In China, to support the exchange of best practices in multidisciplinary pain management, Viatris hosted the second 2021 Pain-Medicine of the World Exchange Research Summit. It combined online and offline meetings, where experts shared cutting-edge knowledge and advanced experience in the field of pain management, including diagnosis and evaluation, holistic treatment, appropriate use and digital health.
- In Australia, to support patients affected by severe allergies to access treatment, Viatris offers the MyEpiPen® patient support program that also includes guidance for appropriate use. In support of the one in five Australians affected by allergic rhinitis, Viatris also provides education, prepared in consultation with external experts, to support consumers, pharmacy assistants and pharmacists in helping patients identify and choose appropriate medications.
- In Austria, launched Semglee® for patients living with diabetes, making the treatment the first reimbursed biosimilar insulin glargine in the market.
- In South Africa, expanded availability of Ogiviri® and Fulphilia®, which increased access to high-qualty biosimilars, saving nearly $2 million USD.
- In the Philippines, supplied the Department of Health's order for more than 30,000 units of trastuzumab 150mg for their Breast Cancer Medicines Access Program (BCMAP). The medicine is accessible for free to more than 1,000 qualified breast cancer patients.
- In New Zealand, Viatris' rosuvastatin was included in the government program for subsidized treatment for people at increased risk of cardiovascular complications due to high cholesterol. The government expects about 75,000 patients will benefit. A pro-equity component will specifically enable Māori and Pacific peoples to access the product as a first-line treatment option.

Sources | [1]WHO NCD Fact Sheet

ADVANCING ACCESS TO BIOSIMILARS

Our offering of one of the industry's largest and most diverse global biosimilars franchises is especially important to help meet the urgent need for increased access to biologics, particularly in many underserved regions, countries and emerging markets around the world. Our portfolio is focused on the areas of oncology, immunology, endocrinology, ophthalmology and dermatology. As of December 2021, we had more than 400 market authorizations worldwide, including in more than 80 low- and lower-middle-income countries.

In 2021, we achieved several milestones in introducing biosimilars across the world, including:

- In the EU, secured the European Commission's marketing authorization approval of Abevmy®, a biosimilar to Roche's Avastin®. This milestone demonstrates our deep commitment to contributing to the European Commission's "Beating Cancer" plan, increasing patient access to this important therapy area.
- In Japan, along with our partner Fujifilm Kyowa Kirin Biologics, we launched the first biosimilar of Humira®, which ultimately should serve patients access to more affordable treatment options.

A Historic Approval in the U.S. to Help Patients Living With Diabetes

In July 2021, Viatris and Biocon received approval from the U.S. Food and Drug Administration for Semglee® (insulin glargine-yfgn) injection, the first interchangeable biosimilar product in the U.S. under the 351(k) regulatory pathway. This approval marked a milestone for Viatris and is a strong example of our ability to break down barriers to access and bring first-to-market products to patients.

The interchangeable Semglee product, which allows substitution of Semglee for the reference product, Lantus® at the pharmacy counter in the U.S., was introduced in November. Semglee is indicated to control high blood sugar in adults with Type 2 diabetes and adults and pediatric patients with Type 1 diabetes.

Viatris and Biocon's insulin glargine has received regulatory approval in more than 60 countries around the world and was the third product developed by the Viatris-Biocon Biologics collaboration to be approved by the U.S. FDA.

"Viatris has a long-standing commitment to improving patient access to sustainable, quality and more affordable healthcare. We are extremely proud to stay true to that promise by bringing to millions of Americans with diabetes this interchangeable biosimilar treatment option. Biosimilar and interchangeable biosimilar products have the potential to greatly reduce healthcare costs, regardless of financial circumstances, insurance or channel."

— Jose Cotarelo
Head of North America, Viatris

Creating a Future Biosimilars Leader

In early 2022, we announced that we will contribute our biosimilars portfolio to Biocon Biologics, which will become a uniquely positioned, vertically integrated company that we expect to be a global biosimilars leader. Upon the closing, Viatris will hold a stake of at least 12.9% in the company and have a seat on the board. We have had a successful collaboration with Biocon Limited, the majority shareholder of Biocon Biologics, which began more than a decade ago, and this transaction is a continuation of Viatris' biosimilars journey that we believe will enable us to participate in this space in a more optimized way. The transaction is currently expected to occur in the second half of 2022 subject to satisfaction of closing conditions, including certain regulatory approvals.

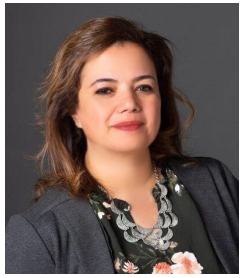
HELPING TO BUILD MORE RESILIENT HEALTHCARE SYSTEMS

Primary healthcare systems are at the core of providing and expanding cost-effective care strategies and are essential to advancing universal health coverage. The WHO states that primary healthcare is the most inclusive, equitable, cost-effective and efficient approach to enhance people's physical and mental health, as well as social well-being. In addition, the WHO says that scaling up primary healthcare interventions across low- and middle-income countries could save 60 million lives and increase average life expectancy by 3.7 years by 2030.[1]

Meanwhile, 40% of countries worldwide have fewer than 10 physicians per 10,000 residents.[2] For systems to fully realize a shift to primary healthcare, they must implement new, proven guidance to enhance capacity of the health workforce while ensuring all sectors of society promote well-being.

Sources
[1] WHO Fact Sheet Primary Heath Care
[2] World Bank Data

To help do that, Viatris has made supporting third-party HCP education a priority. Our Medical Affairs team has partnered with the American College of Cardiology (ACC), the World Heart Federation (WHF) and the NCD Alliance on the creation of 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.



"By providing primary care physicians and community health workers with the expertise to more effectively treat patients as well as diagnose and prevent chronic diseases, we can help support efforts to effectively address care gaps that are prevalent in many regions across the world."

— Lobna Salem
Chief Medical Officer for Developed Markets and JANZ, Viatris

The NCD Academy has launched courses on oncology, mental health, diabetes and cardiovascular disease and more will follow. Courses are available in multiple languages including English, Chinese and Spanish. The NCD Academy collaborated with more than 60 local, regional and global partners including the Philippine Academy of Family Physicians, Bulgarian League of Hypertension and the Brazilian Society of Cardiology to help reach more patients.

In 2021, the NCD Academy grew by more than 7,000 new individual users, representing a reach of more than 21 million patients annually.[1] In addition to the NCD Academy, we conducted extensive HCP education and trainings in 2021 across countries in our Emerging Markets segment, reaching more than 95,000 HCPs and impacting more than 260 million patients[1] in areas including cardiovascular disease, mental health, primary care and urology.

Looking forward, new virtual courses and outreach available for HCPs across geographies are to be developed and implemented by the NCD Academy to further expand content and reach.

GOAL

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.

Collaborating to Ease the NCD Burden Worldwide

Given the critical need for holistic efforts to support effective NCD management and help ease the burden of NCDs worldwide, partnerships are fundamental. Our collaborations in 2021 included the following:

- Viatris signed a Memorandum of Understanding with The Defeat-NCD Partnership (DNCD) at the United Nations Institute for Training and Research (UNITAR), focused on continuing cooperation and jointly utilizing and leveraging existing resources and facilities for programs and initiatives aimed at addressing NCDs and the impacts on these patients from COVID-19. The focus will be on enhancing care policies for prevention and treatment, particularly in assisting low- and middle-income countries. As part of these efforts, a white paper has been submitted to a scientific peer-review journal for possible publication.
- Viatris Thailand partnered with the Department of Disease Control, Ministry of Public Health, Central Chest Institute of Thailand, Bamrasnaradura Infectious Diseases Institute and Physical Therapy Association of Thailand to provide education regarding lung function rehabilitation for recovering COVID-19 patients.
- In Spain, the Viatris Foundation and Francisco de Vitoria University signed a collaboration agreement for joint activities to help improve health services. The collaboration will include training oncology residents on effective communication with patients.
- In China, Viatris signed a strategic partnership agreement with China Cardiovascular Association, aiming to continually promote cardiovascular health and improve the level of prevention and treatment of cardiovascular diseases. As part of that, a project to promote integrated management of chest pain treatment was also launched. The project includes the establishment of a chest pain center, quality control and recertification management and aims to expand access to chest pain treatment.

Sources | [1]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.

FIGHTING INFECTIOUS DISEASE

Viatris has an ongoing commitment to the HIV/AIDS community and continues to work to bring newer, better and innovative ARVs to patients in need. In 2021, we supplied ARV treatments to more than 100 countries, including countries with a high burden of HIV and tuberculosis (TB).

As the COVID-19 pandemic has put a great strain on health systems and resources, care has been disrupted for many through delays in testing, treatment and other services. According to the UN, 90% of countries are reporting disruptions to one or more essential health services. This is especially concerning in low-income countries, where six of the top 10 causes of death are infectious diseases that include TB, malaria and HIV/AIDS.[1]

GOAL

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.

We are also committed to making HIV testing more accessible through the availability of rapid diagnostic tests for self-testing, HIV recency tests in low- and middle-income countries, and TELE as a dual oral pill for HIV and pregnancy prevention. All of these are important to our collective goal of preventing HIV infections, expanding treatment and providing healthcare solutions to patients living with HIV.

As we look ahead, HIV treatment is likely to move away from daily dosing to long-acting solutions that can be taken only weekly, monthly or even less often. Such long-acting therapies might be easier for some people to maintain than daily pills and might also be more cost effective. We are committed to innovating to meet the needs of patients living with HIV.

"No company or country can end AIDS alone. Providing patients with high quality and affordable HIV treatment at scale is underpinned by a global focus and partnerships across stakeholders along the entire value chain. We are very proud to be part of this effort and of the trust put in us by our partners."

— Erika Satterwhite
Head of Global Policy, Viatris

~40%

of adults and

>60%

of children being treated for HIV use a Viatris product*

Expanding Access to HIV/AIDS Treatment

In 2021, Viatris was the first to bring to market the much-anticipated 10 mg, dispersible, scored, strawberry-flavored, pediatric formulation of dolutegravir. This was made possible through a partnership between Unitaid, CHAI, ViiV Healthcare and Viatris, which resulted in the fastest regulatory approval under the U.S. President's Emergency Plan For AIDS Relief (PEPFAR) program of a generic pediatric HIV drug to date. The approval allows the treatment to be offered outside of the U.S.; about 90% of pediatric patients with HIV are located in sub-Saharan Africa. The treatment is available at a cost of $36 per child[2], significantly less than the only previously available treatment at approximately $438 per child.

Other highlights in infectious disease care in 2021 included:

- Engaged with the South Africa National Department of Health and CHAI to make flucytosine available for the treatment of HIV patients with cryptococcal meningitis.
- Conducted awareness sessions for healthcare professionals in Cambodia, Thailand, Kenya and other countries on topics including treatment for adults and children living with HIV.
- Partnered with DNDi for development and commercialization of sustained-release flucytosine to simplify inpatient and outpatient treatment of cryptococcal infections, which are opportunistic infections associated with patients with advanced HIV disease. As part of this project we are the manufacturing and commercialization partner whereas DNDi will be helping us with the clinical studies.
- Partnered with Sedia Biosciences to be its commercial partner for the HIV Recency Test, a diagnostic used to indicate whether an HIV infection happened within the past six months. This test can be used for surveillance efforts and informing where prevention and treatment initiatives should be focused.
- Agreed with Unitaid, with support from Atomo, for a significant market expansion of HIV self-testing, with commitments to make testing more affordable and widely available in 135 eligible countries.

*Excludes the U.S., EU and other developed markets. Also excludes Russia, China and Mexico, where we do not commercialize ARVs.

Sources

[1] WHO: The top 10 causes of death

[2] For an average child weighing between 10 kg to <14 kg

Integrating Care for NCDs and Infectious Disease

While treatment of HIV has expanded, people living with HIV are at higher risk for several NCDs, including cardiovascular diseases, depression and cancer. In 2021, a specific government commitment to NCDs and HIV integration was made at the UN General Assembly High-Level Meeting on AIDS. It provides an extraordinary opportunity to build on the experiences, successes and lessons learned from the treatment of HIV and promote screening, diagnosis, treatment and care of NCDs in the HIV community.

Viatris has a strong legacy and competencies in the prevention and treatment of both NCDs and HIV/AIDS. We seek to be an active partner in advancing the integrated management of these diseases, including working with applicable stakeholders to remove barriers and establish sustained and affordable access to treatment, management, education and awareness. In 2021, we participated in a UN General Assembly side event to discuss these issues and supported the NCD Alliance Report on HIV and NCDs, which offered some solutions.

Making Tuberculosis Care More Accessible

In 2020, tuberculosis (TB) was the second leading infectious killer after COVID-19. In that year alone, more than 1.5 million people died from TB, while an estimated 10 million people worldwide were newly diagnosed.[1] For people living with HIV/AIDS, TB is the leading cause of death. Eight countries account for two-thirds of the total TB cases: India, China, Indonesia, the Philippines, Pakistan, Nigeria, Bangladesh and South Africa.[1]

But TB also remains a major public health challenge in other parts of the world, too, including Europe, where research into new therapies has historically been neglected. As the largest producer of HIV drugs by volume, we realized we have a powerful platform to help those living with TB around the world, including the regions where the TB burden is the highest — in low- and lower-middle income countries. Since 2019, we have collaborated with the nonprofit TB Alliance as its global commercialization partner for the first drug approved to treat extensively drug resistant TB (XDR-TB) or multi-drug resistant TB (MDR/RR-TB) that is treatment-intolerant or non-responsive.

In 2021, we made that treatment available in 22 European countries, including the United Kingdom, via a partnership with Tanner Pharmaceuticals. The treatment had been approved in 2020 by the European Medicines Agency to be used as part of a combination regimen to treat XDR-TB and MDR/RR-TB.

Prior to introduction of this novel drug, treatment for highly drug-resistant TB consisted of combinations of many different drugs, which may need to be taken for 18 to 20 months. Patients may take as many as 20 pills a day, resulting in numerous side effects and often creating a significant economic burden.

Other highlights in 2021 in TB care included:

- Approval of Dovprela® in late 2021 from the Ministry of Food and Drug Safety in Korea, where the government is focused on combating TB as one of its major health goals. Dovprela is expected to contribute a great deal to treating diseases and improving quality of life in patients with tuberculosis.
- Viatris India has partnered with an India-based health-tech startup called Qure.ai to expand access to screening of patients for TB. The software application, called "qXR," is designed to help reduce misdiagnoses caused by manual errors. This partnership will enable Viatris to further extend support to the government of India's vision of eliminating TB by 2025 through early and accurate diagnosis of its citizens.

PROMOTING WOMEN'S HEALTH

Gender is an important factor in determining both access to medicine and health outcomes. All too often, sociocultural factors can prevent women and girls from accessing quality health services. At the same time, improving health outcomes for women and girls can have a positive impact for communities at large.

Given our strong legacy of support for the HIV/AIDS community, Viatris has been working to address some of the gender-related factors that play a role in exposure to risk of infection and access to treatment. In some parts of the world, women and girls face increased vulnerability to HIV/AIDS due to gender-based violence and poor or restricted access to sexual and reproductive health information and services. Overall, HIV prevalence tends to be higher in women across sub-Saharan Africa, where six in seven new HIV infections among adolescents aged 15–19 years old are among girls.[2]

Sources
[1] WHO Fact Sheet Tuberculosis
[2] UNAIDS Global HIV & AIDS statistics — Fact sheet

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

In 2021, Viatris endorsed the Women's Empowerment Principles to promote women's empowerment in the workplace, marketplace and community. That important declaration, along with our establishment of the Women's Employee Resource Group (EmpoWer) and our fundamental commitment to gender equality in the workplace, serves to ensure women are at the table when making important decisions that affect other women and their access to high-quality healthcare.

Our work to support women's health in 2021 included:

- Progressing work on the dual-pill project with the Bill & Melinda Gates Foundation and the Children's Investment Fund Foundation to increase access to pre-exposure prophylaxis (PrEP) and contraceptives.
- Launching the "V for HER" Emerging Markets campaign to raise awareness of breast cancer prevention and treatment.
- Running educational programs and activities to expand access to menopause treatment and education, including webinars in collaboration with the European Menopause and Andrology Society.
- Commencing research together with external experts on health equality and social determinants of health, initially focusing on inequities in cancer screening, including cervical and breast cancer.
- Helping avert a national shortage of estradiol hormone replacement therapy patches in New Zealand when the current supplier could not supply for an extended period. Thanks to our global and flexible supply chain, Viatris allocated 300,000 patches from the U.S. stock to New Zealand.

"Science, like all walks of life, needs diversity of thought and approach. Not only do we want to encourage women and girls to explore science, but science needs more women making contributions to its advancement. To meet our mission and help people live healthier lives, we need women contributing to healthcare solutions."

— Andrea Miller
Head of Global Regulatory Affairs and Product Safety and Risk Management, Viatris

ADDRESSING ANTIMICROBIAL RESISTANCE

Antimicrobial resistance (AMR) is a significant threat to global health and economic development. It is a major driver of death globally, potentially accounting for more deaths than HIV/AIDS and malaria worldwide. Recent research shows that in 2019, more than 1.2 million people are estimated to have died directly from antibiotic-resistant bacterial infections, and the estimate grows to 4.95 million deaths when considering cases where resistant infections played a role but may not have been the direct cause of death. By 2050, it is estimated that AMR will cause more deaths than cancer.[1]

Viatris remains committed to addressing AMR and advancing appropriate access to antimicrobials. Fighting AMR requires a multipronged approach — access, stewardship and responsible manufacturing.

Access to high-quality antimicrobials and timely treatment is key in mitigating the rise of AMR. Viatris is a leading supplier of antimicrobials, including older antibiotics that can be valuable in treating some resistant bacteria. As a founding member of the AMR Industry Alliance, we are committed to partnering across 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, develop initiatives to enhance antibiotic stewardship and improve sustainable access to appropriate antibiotics.

Reporting on Progress in the Fight on AMR

In the Access to Medicine Foundation's AMR Benchmark and the AMR Industry Alliance Progress Report, Viatris was recognized as one of the top three generics manufacturers for championing appropriate access and stewardship and responsible manufacturing. We were also commended for our transparency in reporting on our environmental risk management strategy for manufacturing sites and for meeting discharge targets at our sites. The report also recognized Viatris' strategies for expanding access, including making treatment for drug-resistant TB available in more countries than ever and ensuring a continuous supply of relevant products. We were also acknowledged for our AMR education programs for healthcare providers.

Sources

1. Global burden of bacterial antimicrobial resistance in 2019: A systematic analysis

Working at Viatris

UN SDGs:

Good Health and Well-Being (3)

Gender Equality (5)

Decent Work and Economic Growth (8)

Reduced Inequalities (10)

We marked our first year as Viatris in November 2021 and celebrated the collaboration and extraordinary work of our colleagues to advance on our mission. That shared purpose motivates us to bring our best every day and create a performance-driven, highly engaging and inclusive organization. We have established the foundation for the kind of healthcare company we want to be and are building a culture that positions Viatris as more than just a place to work — it's a place to make a difference.

"Working at Viatris for me means I have an opportunity to make a difference every day. Each product we ship and the decisions we make will make a difference to someone, somewhere in the world."

— Sandra Stephenson
Head of Regional Quality Operations – JANZ, Viatris

Read more on this topic

COMING TOGETHER AS VIATRIS

Since the creation of Viatris, we have remained focused on providing engaging and rewarding opportunities for colleagues to gain a sense of purpose as they learn, grow and make a difference.

After establishing our new organizational structure in 2020, leaders around the world formed teams in the first quarter of 2021 to maintain momentum and inspire work for long-term success. In that first quarter, senior leadership also introduced priorities for the new company — Meet or Exceed Our Financial Commitments; Build Our Future; Establish The Viatris Way; and Live Our Mission — to drive performance by aligning employees' work across the organization.

We sought to keep the organization informed and aware of progress throughout our integration. As we introduced new ways of working and grew our presence in new markets, HR Service Center representatives with knowledge of regional cultures and expanded language support contributed to creating a positive, inclusive employee experience.

An important part of building Viatris is integrating workforce data and harmonizing the programs, processes and platforms for attracting, developing and rewarding talent. By the end of 2021, approximately 83% of all workforce data was managed in our common HR information system. We anticipate nearly all of our workforce data will be maintained in one common source by the end of 2022.

"Our talented colleagues advance our mission by working to make a difference every day, by applying their unique experiences, perspectives and skills. A key priority has been engaging our employees throughout our integration efforts and the strategic review of our business — two essential components for building Viatris to be a long-term, reliable partner for patient access and health. The dedication and collaboration of our workforce are what made such great strides over the last year possible."

— Andrew Enrietti
Chief Human Relations Officer, Viatris

Celebrating One Year of Impact

In 2021, we started what we hope will be a new tradition, Impact Week. The week celebrated our one-year anniversary and recognized patients, colleagues and communities worldwide. Key activities included employee volunteer and charitable activities worldwide, a special town hall attended by nearly 11,000 colleagues, ringing the opening bell at NASDAQ, and a LinkedIn Live panel discussion on access to treatment and building resilient healthcare systems. The week concluded with a day of appreciation for our global workforce.

Engaging Colleagues As We Move Forward

Organizational culture is at the heart of every company. To meet business needs, we're creating a culture in which everyone should feel encouraged to reach their full potential — The Viatris Way. To help build a more future-fit organization, further equipped to understand and meet evolving employee expectations, we developed our HR team to include roles focusing on the Employee Experience and DE&I.

To foster engagement, in 2021, we:

- Initiated a comprehensive project with colleagues across the company to define our common behaviors — our company's core values. As part of ensuring our behaviors truly reflect who we are as a company and what we aspire to be, our CEO conducted a listening tour with more than 400 colleagues around the world, connecting local, regional and global workstreams. The common core behaviors will be introduced in 2022.
- Established quarterly global town halls with Q&A sessions to communicate more frequently and with transparency, and allow for more leadership and employee engagement. Popular topics have included integration, our commercial pipeline, remote work, COVID-19, restructuring, strategic direction and our sustainability efforts.
- Prepared for Viatris' initial employee engagement survey, now anticipated to launch in 2022 to support strategic planning that occurred in 2021. The survey will cover a range of topics, including organizational change, sense of belonging, DE&I and health and well-being. The results will help guide our priorities for enhancing the employee experience and retaining talent.

Supporting Colleagues Through Change: Responsible Restructuring

We continued to support colleagues while implementing our global restructuring initiative which began in December 2020. The announced changes are designed to help ensure we can deliver sustainable value to patients, customers, shareholders and other stakeholders and meet our financial commitments. We are committed to remaining transparent and treating employees fairly and with respect throughout. In that spirit, in 2021 we:

- Worked diligently to help preserve jobs wherever possible at impacted facilities across our network. The effort involved identifying potential new facility owners, and in some instances transferring facilities at a significant discount. Examples include New Jersey and Puerto Rico. We also partnered with affected communities to identify potential alternatives, wherever feasible.
- Entered into discussions to transfer ownership of the Chestnut Ridge manufacturing facility in Morgantown, West Virginia, to an entity of West Virginia University, which plans to use the facility to provide academic, employment and community opportunities for the region. The transfer was completed in 2022.
- Supported impacted employees by providing, for example, severance pay, healthcare continuation for employees and their dependents, outplacement services, employee assistance program counseling, job fairs and tuition assistance, subject to customary local considerations and discussions with employee representatives, as applicable.
- Worked directly and with third parties and agencies to assist employees in finding new employment opportunities.

DIVERSITY, EQUITY AND INCLUSION

Understanding and embracing what makes everyone and their circumstances unique is fundamental to our success. Societal norms and systemic inequities prevent people and organizations from reaching their full potential. That applies to our own organization and communities alike, and employees rightfully expect equal opportunities and inclusive workplaces.

In 2021, we conducted an extensive assessment to better understand the current makeup of our workforce. The findings informed our organizational DE&I goals and will be used to develop our overall program and embed DE&I throughout the organization, supporting representation and enhancing the employee experience overall. As a part of this work, we considered the strategic review of our business and ongoing organizational changes, the current diversity in our management pipeline and the existing talent pool, as well as the expectations from employees and external stakeholders.

Looking ahead, we will explore opportunities and additional goals in other areas of DE&I. To help drive and establish cross-functional accountability, we are forming a Diversity Council to bring together leaders from across our business.

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.

Viatris Resource Groups

Our four Employee Resource Groups, announced in 2020, are focusing on Black colleagues, LGBTQ+, Women and Working Parents. Each group brings colleagues together to listen and learn from each other and raise awareness to change our company and communities for the better.

Going forward, each ERG will focus on four main areas to drive meaningful change: employee recruitment, talent development, education and awareness, and employee and community engagement. As we continue to grow and develop, our goal is for all ERGs to build a solid foundation by establishing leadership councils, drafting charters, and recruiting membership and allyship.

- The **Black Employee Viatris Resource Group** aims to create a more diverse, inclusive work environment with a focus on current and future Black colleagues through advocacy, community service, networking and professional development.
- The **EmpoWer Viatris Resource Group** advocates for an ecosystem within Viatris that empowers women to reach their full potential.
- The **VIVID Viatris Resource Group** supports LGBTQ+ employees and allies in building an inclusive workplace culture where all colleagues can be their authentic selves.
- The **Working Parents Viatris Resource Group** supports all parents and caregivers as they navigate the logistical and emotional challenges of balancing professional and family responsibilities.

Together, we are creating a positive work environment, where values, integrity and dignity are respected and equal opportunities exist for all. Discrimination and harassment are strictly prohibited, and all employees receive annual training on this topic. You can read more about our commitment in our Global Policy on Diversity and Inclusion and our Global Policy Summary Prohibiting Discrimination, Harassment and Retaliation.

ATTRACTING AND RETAINING TALENT

To create and sustain a company with motivated and well-prepared employees who can grow their professional experiences, we encourage the exploration of career opportunities. We want to position our employees for success. In 2021, we:

- Implemented our applicant tracking system in 47 countries, making it easier for employees and external candidates to search and apply for open roles.
- Hosted internships and apprenticeships around the world. In North America, more than 50% of the 2021 class continued working for Viatris post-internship.
- Continued succession planning for our highest leadership positions. In 2022, we plan to introduce a streamlined approach for establishing succession plans for all senior-level positions and critical roles.

Rewarding Performance

A competitive compensation and benefit program is an important part of attracting talent and driving company performance. We regularly review our incentive programs to ensure they are dynamic to attract and motivate colleagues to achieve the company's key priorities and individual objectives, encourage expected behaviors and create shareholder value.

As part of our integration efforts, important work continued in 2021 to align compensation and benefit programs across the company by:

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

Becoming an Employer of Choice

- In 2021, Viatris was named one of the World's Best Employers by Forbes.
- Viatris China was certified by the Top Employers Institute, a global authority on excellence in HR practices, as one of the country's 101 top employers.
- Viatris Taiwan was named one of the Best Companies to Work for in Asia in 2021 by HR Asia.
- Viatris India received the "Great Place to Work" certification from the Great Place to Work Institute®.
- Viatris Switzerland received the Fair Compensation Certificate from the Association of Compensation & Benefits Experts.

Hybrid-Remote Work Arrangements

Employee expectations and preferences for greater flexibility have been an evolving trend in the workplace for many years, and conversation around the issue was accelerated by the COVID-19 pandemic. We are continually looking for different ways to support colleagues in balancing their professional and personal lives while ensuring reliable operations and to expand our geographic reach in recruiting talent. In 2021, we issued principles in support of hybrid-remote work to guide the development of local policies where possible.

Nearly 10,000 colleagues worldwide worked remotely at the start of the pandemic in 2020. As conditions vary locally and change over time, sites are encouraged to adopt formal hybrid-remote work practices in collaboration with colleagues where possible. Global resources are provided to help guide discussions between managers and employees to determine if a hybrid-remote work arrangement is a good option, covering factors such as team effectiveness, well-being, accountability and off-site working conditions.

Supporting resources include:

- Training on the transition to remote work. Topics include working effectively, leading remote teams and using technology.
- Coaching on enhancing leadership and personal effectiveness skills to help colleagues adapt to working remotely during the pandemic. Topics included preventing burnout, staying motivated, balancing work in a remote environment and resilience.
- A cross-functional team has been assembled to focus on the future of work to further enable hybrid-remote work arrangements and ensure employees have the support they need on an ongoing basis.

"COVID accelerated the new reality of employees working remotely. Our IT teams have gone above and beyond to support the needs of these colleagues around the world, including but not limited to providing platforms to collaborate virtually and securing access to business applications and data, thus ensuring business continuity."

— Ram Rayapureddy
Chief Information Officer, Viatris

LEARNING AND DEVELOPMENT

As a company founded in science and invested in creating access through innovation, learning and development are key to our success and must be constant. In addition to rigorous company-required training programs, we encourage personal and professional development by providing resources and programs to help employees build their skills and expand their knowledge. We encourage managers and employees to seek out opportunities for growth and establish annual development goals. In 2021, at least 18,000 colleagues had a development plan on record, a number we hope to grow. We offer a number of programs to encourage development and learning. In 2021, we:

- Implemented a common performance management process, facilitating consistency in setting performance objectives, reviewing progress, providing feedback and evaluating performance. The process emphasizes accountability, impact and results. In 2021, nearly 95% of employees completed performance evaluations.
- Introduced Grow via Learning, an online collection of learning in multiple formats — reading materials, audiobooks, videos, interactive courses, practice labs, live events and more — to support employees' development. This included an investment in an online content library powered by Skillsoft Percipio.
- Offered virtual training on a variety of topics, including diversity and inclusion, mental health, navigating organizational change, and empathy and emotional intelligence, as well as technical skills such as using Microsoft applications and business writing.
- Achieved completion of nearly 3.3 million courses on topics such as Current Good Manufacturing Practices (cGMP), regulatory and compliance in MyUniversity, our online training platform.
- Completed 88,300 online learnings, focusing on personal effectiveness, or "power skills." Popular topics included individual professional performance, personal productivity, leadership and management essentials, and team management.

- Provided virtual workshops for teams in Emerging Markets and Asia as part of the Empower program to build marketing capability.
- Helped colleagues learn more about their working styles and strengths through leadership assessments from Insights Discovery and CliftonStrengths.
- Partnered with Ardor Learning to support colleagues in developing their English language skills.

PROMOTING EMPLOYEE WELL-BEING

Our health and well-being offerings for colleagues focus on the physical, emotional, financial and social aspects of well-being. 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. Colleagues are encouraged to take advantage of health screenings and flu and COVID-19 vaccinations available on-site or with local healthcare providers.

As many colleagues' personal lives have been affected by the pandemic over the past year, many sites implemented measures to support mental health, including sessions on mindfulness, preventing burnout, nutrition and physical activity. We provided employee assistance programs across many locations and offered employees support via internal and external resources where these programs were not available.

To promote wellness, Viatris hosted the Walk Around the World during Impact Week. More than 3,400 colleagues from 35 countries walked to support our mission. Colleagues collectively walked more than 73,000 miles over a two-week period. In recognition of their efforts, Viatris made a $100,000 donation to Direct Relief.

Read about how we supported our employees and their families during the COVID-19 pandemic on p. 12.

EMPLOYEE HEALTH AND SAFETY

At Viatris, we cultivate a culture of health and safety throughout our global workforce by ensuring that our colleagues and contractors are made aware of issues relevant to their work and providing them with the personal protective equipment and knowledge required to perform their jobs safely. Further, we work to ensure that our systems and processes are designed to identify and reduce health and safety risks or impacts on the communities in which we operate.

In 2021, we developed a holistic EHS management system for Viatris, combining the best parts of our legacy companies' systems. By bringing the best of the two companies' EHS programs together, we found ways to strengthen our programs, such as Supplier Operations, Process Safety Management, and Industrial Hygiene. Step by step, our cross-functional teams have come together to unveil new elements in our pathways to safety, enhancing our programs in meaningful ways. With a strong commitment from our leaders, we're working toward the target of ensuring all sites will complete their best-in-class and compliance activities. Additional information about our EHS management system can be found on page 34 and in the Management Disclosure Section on page 65.

In 2021, we focused on further integrating and enhancing best practices. Throughout the year, we:

- Published a new Global Health and Safety Policy underscoring our commitments and created Safety Culture Enhancement Plans across our manufacturing sites.
- Rolled out our revamped Global EHS Management System.
- Developed a new Global Office program for all Viatris locations, launching in certain regions in 2021, and reappointed Office EHS Liaisons and Office Safety Committees.
- Introduced two safety and risk mitigation programs focused on preventing severe incidents: the "VSafety" Situational Workshops aim to reduce incidents where the human factor is a key contributor, and the Process Safety Management program supports our critical and hazardous operations.

Rising to a New Safety Training Standard

Education is key to creating and sustaining a strong safety culture. In 2021, we combined best practices from both Mylan and UpJohn's safety training programs to develop Viatris' safety training expectations and requirements. A high-level Global Program and a more specific Technical Requirement educates and guides our locations regarding the use of EHS tools, and the company's learning management system tracks and supports compliance with all applicable EHS training regulations and expectations.

All locations will use the same tools and our EHS teams and leaders will have access to standardized compliance metrics at the site, regional, vertical, and global levels. Our centralized approach to tracking training compliance enables us to identify potential gaps and fill them quickly using resources and expertise from our global team of EHS colleagues.

"While it's a challenge to build tools and training courses that are useful and applicable to colleagues throughout the world, it's also been a great experience collaborating with and learning from my regional leaders and local colleagues across the globe. I'm proud of the rapid expansion of our tools."

— Sarah Turiano
Senior Manager, Global EHS Training, Viatris

Each year, new Global EHS eLearning courses are developed and made available in our learning management system. The courses focus on preventing severe or fatal injuries. Available topics include Electrical Safety, Confined Space Safety, Control of Hazardous Energy and Fall Prevention. The computer-based courses have a high level of interactivity to ensure colleagues retain critical safety information and are translated into more than 15 languages. Local EHS teams can utilize the courses to build customized, role-specific training plans that meet their site's compliance requirements.

PROACTIVE INCIDENT PREVENTION

Our Incident Prevention Opportunity (IPO) and Serious and Fatal Incident Prevention (SFIP) Programs are critical tools in identifying and reducing any risks and serve as proactive assessment and effective controls. The IPO program contains information about how to report safety concerns, while the SFIP program contains information about how to identify incidents that had the potential to be severe or fatal.

Within the global EHS program, sites pursue initiatives that are specific to local needs and the nature of operations to enhance safety.

- Across our European operations, we implemented even more rigorous inspections of our machinery by competent assessors, enabling us to identify further improvements and protections for our colleagues who operate and maintain our production equipment.
- Viatris' Istanbul site upgraded its lockout/tagout (LOTO) program that protects workers from serious injury or death that can occur from the unexpected release of stored energy while servicing equipment. Through this dedicated program, we were able to identify, isolate and remove risk elements.

On top of Viatris' Global EHS programs and standards, several sites hold external certifications.

- 15 sites are certified to ISO 45001.
- Four sites in India received a 5-star rating by the British Safety Council.

"Process Safety forms an integral part of Viatris' Safety Management System. It helps to capture and address process safety risks and protect our employees, facilities and the communities we live in — ultimately serving supply continuity. As part of our work for continuous improvements, in 2021, we enhanced the Process Safety Management program across all locations."

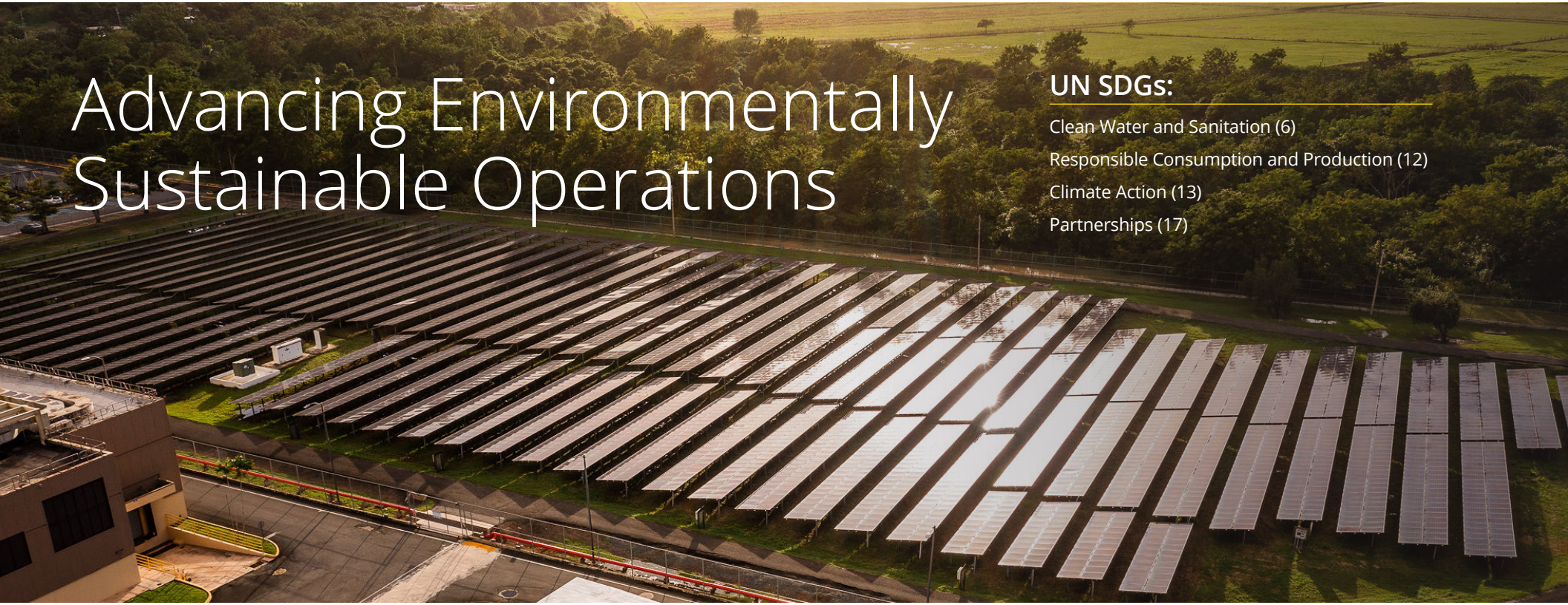
— Vikas Nigam
Global Process Safety Leader, Viatris

Promoting Safety Excellence

Our St. Albans, Vermont, site implemented a Safety Excellence Program to further develop a culture where everyone takes full responsibility for ensuring their safety and the safety of others. To that end, all employees recognize that almost all incidents are predictable and therefore preventable; understand that urgency is never a reason to work unsafely; and pause to consider safety before performing any task, planned or unplanned.

As a result of the Safety Excellence Program, the site reduced the number of incidents from 2020 to 2022 by 16 and the number of those recordable by seven. The site continues to assess the Leading Indicators — EHS Council, Safety Walks, Incident OLT Visits, Investigation Root Cause, and IPOs Submitted — to make additional program improvements and will continue to evaluate and recommend changes to the program in 2022.

Advancing Environmentally Sustainable Operations



UN SDGs:

Clean Water and Sanitation (6)

Responsible Consumption and Production (12)

Climate Action (13)

Partnerships (17)

We are committed to minimizing our impact on the environment while safeguarding a reliable supply of medicine. That entails systematic and continuous work to identify and mitigate risks posed by our operations as well as encouraging opportunities to go above and beyond.

Environment and human health are interconnected, a relationship underscored by climate change, air pollution and water stress, which are among the key environmental issues on which we focus with our global approach to environmental stewardship.

Since creating Viatris, we have established new policies and practices that leverage the combined talents and deep knowledge of our Environmental, Health and Safety (EHS) professionals around the globe.

"A healthy planet is vital to accomplishing our mission of empowering people worldwide to live healthier at every stage of life. That's why we consider water consumption when evaluating products, continually evaluate new technologies to reduce our emissions, waste, and wastewater, and employ innovative thinkers who constantly look for new ways to make our production processes more sustainable."

— Sanjeev Sethi
Chief Operating Officer, Viatris

Read more on this topic

DEVELOPING VIATRIS' GLOBAL EHS MANAGEMENT SYSTEM

In continuing the integration of two strong legacy programs and leveraging their strengths, we are working to create a best-in-class model for environmental, health and safety (EHS) management.

Viatris' new and further improved Global EHS Management System will help to drive the following:

- Further reduce risk of incidents and risks to people and the environment.
- Reinforce our belief that all safety, health and environmental incidents are preventable.
- Promote and maintain a work environment in which each and every employee accepts personal responsibility for their own safety and that of their colleagues, where everyone actively intervenes to ensure the safety and health of others, and in which all colleagues strive to reduce the company's impacts on the communities in which we work and live.
- Minimize impacts to the environment in a responsible manner while safeguarding access to medicine.

We believe these measures will help drive Viatris' vision of a workplace where we do what's right, behave responsibly and set high standards from which we never back down — striving to keep our products of high quality, our workers safe and the environment clean.

Our new global environmental policies include:

- Global Environmental Stewardship Policy
- Global Climate Change Policy
- Global Water Policy

"The combined effort of the Viatris team speaks for itself. Together, we've built an EHS system capable of identifying and mitigating risks by updating and launching 14 Global Programs, 50 Technical Requirements and nine Guidelines."

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

CLIMATE CHANGE MITIGATION AND ADAPTATION

Climate change is impacting people's health and environment at large, and as a healthcare company with a truly global presence in terms of our own operations and workforce, the patients that we serve and the partners on whom we depend, we must address climate change head on. Climate change mitigation and adaptation are part of protecting the resiliency of our supply chain, the health and well-being of patients we serve and the communities on which we depend.

For us, that includes systematic work to reduce carbon emissions, increasing the use of renewable energy, enhancing efficiency in our own operations and working with partners to encourage their efforts. We are also working to protect our employees and operations from the impact of climate change through effective planning, risk mitigation and building resilience against the impact of extreme weather.

Providing or deploying appropriate technologies and processes that ensure minimal impact on the climate are core to advancing sustainable operations, and we are systematically and diligently working to minimize our environmental footprint.

GOALS

- Reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 and reduce Scope 3 GHG emissions covering purchased goods and services, capital goods, fuel and energy related alternatives and upstream transportation and distribution by 25% by 2030, from a 2020 base year. These near-term targets have been submitted to the SBTi for review and validation scheduled for late Q3 2022.
- Perform water risk assessments for all locations in high or extremely high water risk areas as identified by the World Resource Institute and identify appropriate water conservation initiatives by 2025.
- Achieve a 50% increase in our number of zero landfill locations by 2030 from a 2020 baseline.

CLIMATE SCENARIO ANALYSIS

As part of understanding our exposure to physical and economic risk drivers from climate change, and to inform mitigation and adaptation plans, we began a climate scenario analysis in 2021 which is continuing in 2022. The analysis is global in scope; this modeling will help us identify locations that may be exposed to different types and levels of physical risks in different temperature increase scenarios.

SETTING SCIENCE-BASED TARGETS

In 2021, we advanced our understanding of how to reduce our greenhouse gas (GHG) emissions by conducting an analysis to identify our baseline and inform targets and action plans. Together with internal and external stakeholders over an eight-month period, we gathered, validated and reviewed data required to establish science-based targets.

Reduce Scope 1 & 2 emissions

42%

by 2030

With the help of an external firm, EcoAct, we established targets that meet the Science Based Target initiative's (SBTi) latest level of ambition, guidelines and requirements. These targets are in line with what climate scientists say is needed to limit global temperature rise to 1.5°C. We have submitted our targets to the SBTi for approval in 2022, focusing on our path to achieve our 2030 goals.

Key actions to progress on our SBTi targets will include:

- Increasing renewable energy usage
- Implementing energy efficiency projects
- Transitioning to greener refrigerants and preventing refrigerant leaks
- Using alternative fuels and technologies
- Utilizing existing programs, strategies and commitments to achieve our target

We will monitor our progress regularly, tracking GHG emissions monthly, evaluating GHG reductions annually and re-evaluating short- and long-term emission reduction strategies as needed to achieve our targets, with aspirations of achieving net zero in the future.

We have established a Scope 3 target to reduce emissions 25% by 2030[1] as part of our SBTi commitment. To achieve our target, we will work closely with the Pharmaceutical Supply Chain Initiative (PSCI). Via our PSCI membership, we will learn, share and advance best practices. For our suppliers, we plan to develop and deploy a program to help us collect better supplier data. Ultimately, we want to support our suppliers in setting their own science-based targets.

"Significant work went into analyses and planning to set science-based targets for Scope 1, 2 and 3 emissions in 2021. It's no small task, and I am so proud of the teamwork across Viatris and with our external partners. Viatris has committed to set near-term company-wide emission reductions in line with climate science with the SBTi. We have submitted our goals to the SBTi, and while we await approval, work is advancing both in our own operations and in our external supply chain engagement to bring down emissions."

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

Working to Reduce Emissions in Our Supply Chain

We have been working across our supply chain to reduce carbon emissions, including reducing the environmental impact of all three of our freight transportation modes: road, ocean and air. We are planning for longer lead times so we can use ocean freight, which is less GHG intensive than air. To support that initiative, while ensuring timely access to medicine, we have developed a rapid response system and established new standard operating procedures, where ocean freight is the standard mode. In the past, fewer than 50% of products were shipped via ocean. Today, more than 60% of our products are shipped via ocean. As timely access to medicine is the superior priority, there are exceptions where speed is of the essence.

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

CDP SUPPORTER 2021

2021 CDP Scores

Water security	B
Climate change	B–

Sources | [1]From a 2020 baseline.

In 2021, we implemented several initiatives to reduce our carbon emissions, while ensuring a reliable supply of electricity, which is essential to stable manufacturing and supply of medicine. We worked to expand the sourcing of renewable energy from solar, wind and hydro and utilized power purchasing agreements.

In India in 2021, API Unit 7 received the National award for excellence in Energy Management 2021 from the Confederation of Indian Industries-Godrej Green Business Council Hyderabad.

Examples from efforts across our sites in 2021:

- Installed 286 kWp rooftop solar panels in Active Pharmaceutical Ingredient (API) Unit 8, in India, increasing the total in-house solar panels across our API Units to more than 430 kWp.
- Upgraded to LED lighting at our sites globally. The installation of 43,000 watts of new LED bulbs at our India facilities reduced the annual electricity consumption.
- Sent waste globally to cement companies as an alternative fuel source in a waste-to-energy process which enables cement manufacturing facilities to reduce their fossil fuel consumption. For example, we sent more than 65% of India-based API unit waste to cement companies to be used for fuel.
- Our Little Island, Ireland, site was recognized with four awards, three of which were specifically tied to its achievements in sustainability: a Best Energy Achievement Award from the Irish Business Energy Awards; The Green Manufacturer for the second year in a row by the Green Business & Sustainability awards; and the Safety and Sustainability Star Award by Viatris. A fourth was the Pharma Industry Awards Supply Chain Achievement Award, which recognized the site's operational success.

Cleaner Fuel Sources for a Reduced Carbon Footprint

The Viatris Vega Baja, Puerto Rico, site completed a Power Purchase Agreement (PPA) to install a new combined heat and power (CHP) system. This CHP system provides more than 40% of electricity needs, 100% of steam needs, and 15% of cooling needs for the site. Also, as the generator is almost 40% more efficient, we are able to realize lower-cost energy compared to the local island grid.

In its first year of operation, the site realized the following benefits:

- **Enhanced business continuity:** Pairing the CHP system with other stand-by generators, this system can produce 100% of the site's electricity needs thereby enabling the site to operate during extended grid outages.
- **Reduced carbon emissions:** We realized a 10% reduction in GHG emissions, equivalent to ~4,280 mt CO_2e from 2020.
- **Additional financial benefits:** Approximately $500,000 was saved on the cost of electricity in 2021.

WATER STEWARDSHIP

Water is an essential natural resource. Our manufacturing processes, the communities in which we operate and patients require the availability of clean, unpolluted water.

Guided by our Global Water Policy, we are committed to protecting the health of our environment and water resources. We believe companies can be a force for good, which is why we are a signatory of the UN Global Compact (UNGC) and the UNGC CEO Water Mandate. We aim to advance responsible water stewardship in our operations and support communities' access to clean water and sanitation and thereby help to advance on the Sustainable Development Goals.

The UNGC CEO mandate is a commitment platform for business leaders and learners to advance water stewardship and address global water challenges in partnership with the UN, governments, civil society organizations and other stakeholders. By endorsing the mandate we are committed to reporting our progress in six key areas, including:

- Direct operations: We will measure and reduce water use and wastewater discharge and develop strategies for eliminating impacts on communities and ecosystems.
- Supply chain and watershed management: We will encourage improved water management among suppliers and public water systems.
- Collective action: We will advance water sustainability by participating in collective efforts with civil society, intergovernmental organizations, affected communities and businesses.
- Public policy: We will seek ways to facilitate the development and implementation of sustainable, equitable and coherent water policy and regulatory frameworks.
- Community engagement: We will identify ways to improve water efficiency, protect watersheds and increase access to water services as a way of promoting sustainable water management and reducing risk.
- Transparency: We are committed to transparency and disclosure to meet the expectations of our stakeholders.

GOAL

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

WATER RISK ASSESSMENTS

We perform water risk assessments to identify risks both to and from our activities. All operations sites are periodically audited to ensure compliance with local regulatory and internal water standards. As part of furthering our stewardship and risk mitigation, we are conducting water risk assessments to protect, conserve and improve water use across locations in high or extremely-high water risk areas as identified by the World Resources Institute. Based on the assessments, action plans and programs will be put in place.

Sources | [1]Our World in Data

Water Reduction Initiatives in India

The majority of our sites in India are located in water-stressed areas, and we continue to look for opportunities to reduce our impact by enhancing efficiency, recycling and repurposing water where possible. In 2021, we recovered and recycled more than 540,000 KL of wastewater, amounting to more than 55% of the total wastewater generated. These actions decreased our reliance on freshwater.

In 2021, we implemented several initiatives to increase the quantity of water recycled. For example, we:

- Recovered and recycled an additional 14,000 KL of wastewater compared to 2020 by improving the reverse osmosis systems across four API locations.
- Recycled more than 31,000 KL of water that was discharged by the water plant for use in three of our finished-dosage form and injectable units for our utility operations, saving the equivalent in freshwater consumption.
- Continued to operate zero liquid discharge technology at nine India facilities.

WASTE MANAGEMENT

Throughout all of our operations, we work diligently to reduce waste. We do this by using resources responsibly, increasing recycling, reusing materials and initiatives dedicated to waste minimization.

The following are examples from 2021:

- Our site in Vega Baja, Puerto Rico, increased recycling from 913 tons in 2020 to 985 tons in 2021, with a total of 85% of waste being recycled.
- Across all of our India operations, we recycled more than 2,400 mt of plastic waste, and introduced drum shredders at five API units to make waste management more efficient and reduce associated GHG emissions.

GOAL

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

SUSTAINABLE PACKAGING

We are looking for ways to make our packaging more sustainable while also meeting the highest regulatory standards around the world.

Starting in 2019, a dedicated team at our site in Confienza, Italy, in cooperation with R&D colleagues, began to implement specific environmental considerations across the value chain into a wide range of projects for over-the-counter products, including processes, packaging material and product design.

The team meets monthly to define and pursue so-called green projects related to processes and finished products. So far, they have successfully removed external plastic bags covering the Saugella sanitary napkins box, switched to bio-based plastic for the bag inside the box, and they are currently switching to 100% recycled plastic for all shrink plastic film used at the site.

In 2021, the team turned its attention to CB12 mouthwash, transforming the oral rinse bottles from traditional plastic (PET) to 100% recycled plastic (rPET). Based on 2021 CB12 production volumes, this change should save more than 100 tons of plastic annually, helping us to support the global agenda to reduce waste as well as attract consumers who are increasingly opting for products with a reduced environmental impact.

The facility has also switched to Forest Stewardship Council certified cardboard both for food supplements and cosmetics products, alongside the activities for reducing the thickness and size of packaging used in other products, which are continuing.

All of these efforts are part of a broad focus on sustainability in Viatris Italy, where colleagues are encouraged to think about ways to work more sustainably as part of their roles and functions.

Sources | [1]From a 2020 baseline.

AIR EMISSIONS

We are committed to reducing emissions to the air. In 2021, we developed a new Air Emissions Technical Requirement that expands the tracking of air pollutants, and includes requirements around pharmaceutical emissions, storage tank system fugitive emissions, visual emissions, and odor. Our facilities are equipped 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.

We are initiating a long-term project across our API facilities in India to enhance control of VOC emissions. The API facilities handle the bulk of our solvents, and beginning with a phased approach, more than 100 bulk solvent storage tanks were fitted with vent condensers or nitrogen blanketing system. The vent condensers are recirculated with chilled fluid which condenses any residual solvent emissions not only reducing VOC emissions but also helps in resource conservation. The team will continue to expand this approach across all API facilities over the next four years.

Volatile Organic Compounds and Odor Reduction in China

Our team at our site in China installed UV photocatalytic oxidation and active carbon adsorption for the sewage reservoir. Additionally, the site stopped production of flaveric to eliminate the usage of ethanol as a solvent, while establishing procedures that require a fume hood to be in place for all processes that use solvent in labs.

Highlights from 2021 at the site included:

- Being recognized by the local government agency focused on environmental protection and authorities for our environmental efforts.
- Achieving odor reduction of reservoir air emissions.
- Stopping production of flaveric to eliminate the usage of ethanol as a solvent helped reduce 1.8 tons per year of VOC emissions.
- Reducing VOC emissions from the coating and granulation process by 95%, which reduced VOCs by more than 3.7 tons per year. Installing active carbon adsorption and Regenerative Catalytic Oxidation for air emissions from coating and granulation processes.
- Installing active carbon adsorption and Regenerative Catalytic Oxidation for air emissions from coating and granulation processes.

Building Healthier Communities

UN SDGs:

Good Health and Well-Being (3)

Education for All (4)

Partnerships for the Goals (17)

We seek to foster healthy communities around the world by supporting education, health and disease awareness efforts that, in particular, promote empowering patients and creating access to care. We work via in-kind and monetary donations, volunteering our time and talents and engaging with partners to find solutions.

While we seek to leverage our reach and connectivity as a global company, we also encourage work on a country level to better understand local communities and support them in ways that are truly relevant to their needs. This localized approach has been especially helpful in addressing the impacts from the COVID-19 pandemic, the human suffering stemming from conflicts, and extreme weather events in local communities. Local engagement also helps to nurture employee initiatives. Local efforts include volunteering time and support for programs promoting health, healthy communities and education.

"Viatris is proud to support a wide range of community organizations worldwide. Here in Ireland, those organizations often include unsung heroes who provide incredible services to those in need. "

— David Delaney
Head of Policy and Health & Value, Northern & Western Cluster, Europe, Viatris

HELPING COMMUNITIES WITH URGENT NEEDS

We are committed to helping communities around the world where needs are great. As a global healthcare company, our priorities during the humanitarian crisis in Ukraine have been protecting the safety and well-being of our colleagues, supporting impacted communities and doing our best to ensure access to essential medicines, regardless of geography or circumstance.

Our primary focus has been on the immediate safety and protection of our colleagues and their families and providing support wherever possible, including shelter, financial aid, resources, tools and other assistance. We are committed to marshaling all available resources to help those colleagues and their families in need as the situation evolves.

To support affected communities, we have been working with partners such as Direct Relief and UNAIDS to respond to various needs, including supporting medical relief shipments to Ukraine and refugees fleeing the crisis. In addition, we have partnered with Direct Relief on an employee donation matching program and we committed to supporting local product donation and giving strategies, empowering in-market business leaders to support the broadest impact.

We believe in the importance of access to medicines, especially during challenging times. As a healthcare company we are doing all we can to ensure access to essential medicines for patients in all impacted areas, according to applicable laws and regulations.

PROMOTING GOOD HEALTH AND COMMUNITY WELFARE

With patients at the heart of everything we do, many of our community programs focus on promoting good health.

Below is a snapshot from local activities in 2021:

- Viatris colleagues in Korea participated in the Healthy Aging Campaign's outreach efforts to help underprivileged seniors, many of whom are more isolated than ever due to the pandemic. Volunteers provided meal boxes, personal hygiene supplies and handcraft kits for emotional support.
- Viatris colleagues in France joined a virtual sport challenge to once again support longtime partner Association Petits Princes, which helps seriously ill children and teenagers realize their dreams. In total, 365 employees walked 36,413,659 steps — raising money towards fulfilling the dreams of 10 children.
- In Thailand, Viatris volunteers sewed 1,000 breast pads for breast cancer patients recovering from surgery at three hospitals in collaboration with Sabina, a leader in manufacturing and distributing women's undergarments.
- In Italy, we supported the "University for Your Eyes" initiative, which offers a free sight analysis and optometry visits to citizens in the Milan area.
- Employees at our Galway plant in Ireland raised more than $20,000 USD for Claddagh Watch, a group of volunteers who patrol the waterways around Galway city to help prevent accidents and suicides.
- Viatris Portugal joined GRACE, an association dedicated to corporate social responsibility. Viatris Portugal began its partnership by volunteering at the Fruta Feia, or Ugly Fruit, project to save produce from being wasted.
- In South Africa, our local team donated more than $6,000 to the Independent Community Pharmacies Association, which supported pharmacies adversely affected by distribution slowdowns after riots broke out in in Gauteng and Kwazulu.

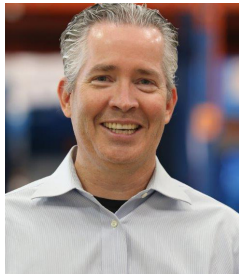
- The Viatris IT team volunteered at 412 Food Rescue in the U.S., recycling cardboard from food donations, transporting food donations to residents across three counties and updating the group's merchandise inventory.
- In Turkey, the team donated 85,000 seeds to support Ecording, a social enterprise that develops sustainable environmental technologies to address climate change and works with women in rural areas who are disproportionately affected by climate change. Through its unmanned aerial EcoDrone, Ecording delivers seeds to areas that need to be reforested.

MEDICINES DONATIONS

In 2021, we continued working through a trusted network of partners to donate approximately 500 million doses of medicine across a variety of therapeutic areas. We collaborated with many long-term partners, including Americares, Direct Relief International and Heart to Heart International Inc.

In addition, we:

- Supplied 32,000 units of trastuzumab to the Philippines Department of Health for their Breast Cancer Medicines Access Program (BCMAP). This volume will be accessible for free to 1,070 qualified HER2-positive breast cancer patients all over the country.
- Supported local distribution partner Vingroup in the donation of 500,000 vials of remdesivir to the Ministry of Health in efforts to provide expedited and affordable access.



"The disparate effects of the ongoing COVID-19 pandemic have brought attention to significant needs for health systems in medically vulnerable communities worldwide. We're thankful for our partnership with Viatris, which is vital to ensuring that Direct Relief can help meet growing requests and increasing demand for humanitarian aid in medically vulnerable communities."

— D. Thomas Roane
Vice President, Corporate Engagement & Strategy, Direct Relief

SUPPORTING EDUCATION

Building back basic school infrastructure and bringing children and young adults back to education is key in recovering from the COVID-19 pandemic. Supporting access to education is foundational to empower people worldwide to live healthier lives.

- In the U.S., we continued the STEMCARE® partnership with West Virginia University and reached more than 35,000 youth and adults through STEMCARE resource allocation, educator training and other indirect educational events in 2021.
- In Turkey, we partnered with Global AI Hub on a joint scholarship program that provides 100 free online courses about digital technologies in healthcare mainly for women working in the field.

Empowering a New Generation of Leaders

Viatris provides support to HOBY Youth Leadership, a U.S. based global non-profit leadership and service organization. HOBY was founded in 1958, by actor Hugh O'Brian upon returning from a nine-day mission trip in Gabon, Africa, with the 1952 Nobel Peace Prize winner, Dr. Albert Schweitzer. Dr. Schweitzer instilled in O'Brian a simple belief: "The most important thing in education is to teach young people to think for themselves." In its 64th year, HOBY has now developed and inspired over 600,000 high-school sophomores to have a positive impact on the world around them.

Each summer, 10,000 students from across the United States and a dozen countries around the world attend HOBY local, in-state/country seminars and hundreds continue their leadership development at a World Leadership Congress. Each student is challenged to identify their personal leadership values and strengths, seek to understand and connect with the perspectives of others, build lasting supportive relationships, and identify and work toward a common, positive purpose.

"I am so grateful to Viatris for believing in the potential of our youth and providing the financial support to enable the development of a diverse and inclusive pipeline of future leaders. Because of Viatris, we were able to provide scholarships to students from racially and economically diverse backgrounds, ensuring more equitable access to our empowering programs."

— Kristen Hoefer
CEO HOBY Youth Leadership

Through a $500,000 donation from Viatris, HOBY has been able to enhance programming and expand access to over 500 racially, culturally, and ethnically diverse students. These scholarships support Viatris' and HOBY's shared goal of inclusive leadership, both removing challenges to access and, through diversity, enriching the experience for all students and volunteers alike.

The impact of Viatris' support of HOBY extends far beyond these seminars. As a catalyst for societal engagement, HOBY programs challenge their alumni to volunteer and serve their communities. Thousands of HOBY alumni, each providing over 100 hours annually in service, deliver over $10 million in economic value to their communities each year.

A FOCUS ON COMMUNITIES IN IRELAND

Viatris Ireland has a long tradition of supporting local communities. The team supports approximately 30 charity and community organizations in the country every year. The groups are nominated by Viatris colleagues and include a variety of causes from helping those with mental health challenges to caring for children in need. One of those groups in 2021 was LauraLynn, Ireland's children's hospice, with a mission to provide evidence-based, personalized services to children with palliative care needs, complex care needs or complex disabilities, and to provide for their families.

GIVING BACK IN AUSTRALIA

Our colleagues in Australia are passionate about giving back. Employees can donate through salary deductions to five Viatris-sponsored charities, and each employee can take up to two days a year to volunteer at one of Viatris' sponsored charities or a charity that has special meaning for them.

The team also runs a quarterly charity program where employees select a group to support through fundraising, with the company matching donations. In 2021, the team supported Lifeblood, a not-for-profit health service that facilitates the donation of blood, plasma, transplantation and other biologic products. Colleagues made 168 blood and plasma donations, equating to approximately 500 lives saved.

SUPPORTING HOUSING FOR U.S. VETERANS AFTER DISASTER STRIKES

On Veterans Day 2021 in the U.S., we announced a $1 million donation that will have multi-year impact to SBP, originally called St. Bernard Project, a national U.S.-based not-for-profit organization dedicated to disaster recovery for low-income survivors.

The partnership focuses primarily on post-disaster support for low-to-moderate income U.S. veterans with disabilities by rebuilding, repairing and performing modifications on homes.

Low-income veterans, especially those living with disabilities, are often the last to seek help and many face a high number of barriers, making them among the populations most severely affected when disasters strike. This can mean prolonged trauma for those who are impacted, and this is especially true when safe and secure housing is lost.

"Disasters exacerbate already-existing inequalities, pushing people to their breaking point. Veterans so often hate asking for help and frequently prioritize the needs of others over their own. Viatris, as the Fund's Founding Champion, has created a pathway to make it easier for veterans to get the help that they deserve. We are incredibly grateful for the company's ongoing support."

— Zack Rosenberg,
Co-founder and CEO of SBP

A COMMITMENT TO COMMUNITIES IN INDIA

We have a large commercial and operations presence in India. In addition to our support for employees and their families during the pandemic, we also continued our local support through community welfare, education, health and other programs.

Health

In 2021, we continued our work with the affordable cancer care program at Tata Memorial Center Cancer Institute. The program facilitates mass cancer screenings, early detection and treatment. The program began in 2020 in six districts in Maharashtra, and expanded to 11 more districts in 2021. A pilot phase with three other states — West Bengal, Andrapradesh and Punjab — is underway.

Other health programs in 2021 included the following:

- Partnered with the Institute of Liver Biliary Sciences (ILBS) for the "Healthy Liver, Healthy Delhi" initiative to create awareness and facilitate early screening and detection of hepatitis B and C. More than 20,000 people have received free screening through the program, which offers free mobile liver screenings.
- Donated 40,000 units of the Cu-T based Intrauterine contraceptive devices for supporting family planning. The devices were donated in Bihar, Rajasthan and Utter Pradesh to the Foundation of Reproductive Services India (FRHS), a group that provides essential and quality sexual and reproductive healthcare services, including contraceptive services to marginalized members of society. Devices were also donated in Mumbai, Maharashtra and Patna, Bihar, to Doctors For You (DFY), which focuses on providing medical care to vulnerable communities and emergency medical aid to people affected by natural disasters, conflicts and epidemics.
- Conducted extensive training on TB management among health workers in Bahraich to help strengthen early detection of TB and enhance the ability of caregivers to attend to TB patients.
- Donated two digital X-ray machines, an ambulance and other medical equipment to hospitals in areas including Banganga, Indore, Madya Pradesh and Hyderabad.

Community Welfare

In 2021, we supported a long-term project to promote food security and sustainable farming practices through organic farming. The proof-of-concept project is intended to establish the evidence and build the knowledge needed to scale for greater impact. More than 315 farmers participated in the program and were encouraged to adopt organic farming practices to improve soil health, reduce water usage and air pollution and improve the quality and quantity of crops. The program is taking place over 600 acres of farmland in Anneswaram Panchayath, Devanahalli, Bangalore and Karnataka.

Through the program, model plots are planted on each farmer's land to demonstrate the advantages of organic farming. The farmers are introduced to new interventions like bio fertilizers and organic pest repellants, the soil is regularly tested and networking among farmers is encouraged.

Other community welfare programs in 2021 included supporting:

- Cleaning a pond, improving sanitation, desilting an irrigation tank bed and planting trees in several villages.
- Installing a traffic signal unit and performing garden maintenance in Nashik, Maharashtra.
- Installing toilet facilities that will benefit about 100 residents in Hyderabad and providing garbage collection to benefit a military unit in Hyderabad.

Education

We supported a special supplementary education program called Akshayvidya for underprivileged and tribal children, run by Ekalavya Foundation. The program provides education to students in school and to those that have dropped out through special learning centers built within their communities. The centers offer evening classes with trained tutors. Smartphones are provided for groups of students to facilitate continuous learning and monitoring. In all, Viatris is supporting 20 education centers through the program, covering approximately 600 students from various grades for one year.

Other education programs in 2021 included:

- Providing salaries for additional primary school teachers, volunteering to clean schools and construction of toilet facilities to benefit hundreds of students in several villages.
- Supporting the establishment of the Advanced Instrumentation lab at the University Institute of Pharmaceutical Sciences at Punjab University.

Management Disclosure and Performance Data

In this section of the Viatris 2021 Sustainability Report, we present a comprehensive description of the company's management, governance and organization of important sustainability matters.

The information presented herein complements the information presented in the preceding chapters. Our intention is to provide additional information of the work and performance of Viatris for our stakeholders. This report has been prepared in accordance with GRI Standards: Core level and references the Sustainability Accounting Standards Board (SASB) disclosures. Viatris' GRI Content Index and SASB Reference Table are presented on p. 82-91. Disclosures in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) are presented on p. 92.

UNGC 10 Principles

HUMAN RIGHTS

1: Businesses should support and respect the protection of internationally proclaimed human rights; and

2: make sure that they are not complicit in human rights abuses.

LABOR

3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

4: the elimination of all forms of forced and compulsory labor;

5: the effective abolition of child labor; and

6: the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

7: Businesses should support a precautionary approach to environmental challenges;

8: undertake initiatives to promote greater environmental responsibility; and

9: encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

10: Businesses should work against corruption in all its forms, including extortion and bribery.

ESG TOPICS PRIORITY ASSESSMENT

As reported in the Viatris 2020 Sustainability Report, in the first part of 2021, we conducted an assessment of internal and external perspectives on topics potentially pertinent to future ESG-related areas of focus for Viatris. 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 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 newly formed company and 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, non-governmental organizations (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.

Full List of Topics Assessed

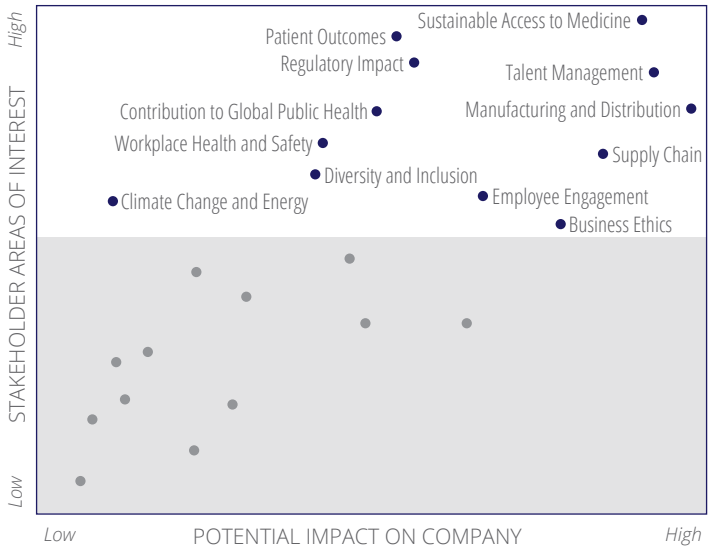
Access to Medicine
- Manufacturing and Distribution
- Product Donations
- Sustainable Access to Medicines

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



The priority topics to Viatris 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.

Following this work, as noted earlier in the report, we established company-wide 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 priority.

ACCESS AND GLOBAL HEALTH

Our Portfolio and Reach	2020	2021
Total number of doses sold	>80 billion	>80 billion
Number of molecules	>1,400	>1,400
Number of countries and territories reached	>165	>165
Major therapeutic areas	>10	>10
Coverage percentage of the top 10 causes of death globally	100	100
Coverage percentage of the top 10 causes of death across low- and lower-middle income countries[1]	100	100
Total investments in R&D	$555.1M	$751.1M
Products in development by region[2]		
Developed Markets	180	210
Emerging Markets	90	70
Greater China	40	30
JANZ	45	65
Products pending approval by region[3]		
Developed Markets	430	530
Emerging Markets	1,200	1,050
Greater China	5	15
JANZ	45	10
Customer service levels		
Developed Markets	93%	93%
Emerging Markets	98%	96%

Our Portfolio and Reach	2020	2021
Greater China	100%	100%
JANZ	98%	98%
Number of medicines on the WHO list of prequalified products (including cross-listed approvals)[4]	60	58
HIV/Aids:	36	34
Reproductive Health	9	9
TB	6	6
Hepatitis	4	4
Malaria	2	2
Biotherapeutics — Oncology	2	2
Influenza	1	1
Number of patents maintained to date*	5,228	3,400
Licenses via the Medicines Patent Pool[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

As part of expanding access to medicine across geographies, in 2021, we:

- Received >700 global product approvals
- Completed >145 submissions in >120 different countries, including >90 products in Emerging Markets
- Made >550 regulatory filings, which includes >330 individual market submissions for Emerging Markets
- Completed 10 drug master filings

*Including active and pending patents

Sources

[1] WHO: The top 10 causes of death
[2] Numbers have been rounded and refer to unique molecule + dosage form by segment
[3] Numbers have been rounded, (Molecule + form + Country)
[4] As of March 11, 2022
[5] Medicines Patent Pool

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 product development to sourcing of raw materials to producing and distributing finished dosage forms - is grounded in this commitment. At Viatris, we take pride in doing what is right, not what's easy, every time.

Quality Management

We maintain a quality infrastructure at the global level that includes extensive experience and expertise, robust and comprehensive Global Quality Policies that establish uniform requirements for fundamental processes and controls within the Quality Management System (QMS), as well as Global Quality IT systems, which are implemented and designed to establish industry best practices and consistency throughout our global network.

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 also designed to ensure that our operations continue to remain in a state of sustained compliance with statutory and regulatory requirements, such as current Good Manufacturing Practices (cGMP), Good Pharmacovigilance Practices (GPvP) and Good Clinical Practices (GCP) for all markets that they serve.

We apply relevant quality guidelines to 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 GMP for excipients of medicinal products for human use. We use a Regulatory Intelligence and Knowledge Management Dissemination Program to better 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 but not limited to:

- Managerial oversight and responsibility
- Ongoing and continuous training
- Frequent internal/external audits
- Testing practice and compendial compliance
- Products risk assessment
- Regular compliance monitoring and communication
- Incident investigation, corrective and preventive action
- Standardized document control and change management
- Compilation, trending and review of key quality metrics

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 and Regulatory Quality
- Global Third Party/Affiliate Quality
- Global Quality Integration/ Surveillance

We continuously evolve our quality organization to ensure alignment with the business operations and to enhance compliance with applicable standards. Quality leadership was restructured to facilitate broader surveillance functions and to continue to strengthen compliance. Existing global quality resources are embedded within the operational verticals to align closely with the business units and drive consistency across the sites. These enhancements promote closer connectivity among operational leaders and lead to improved product quality, supply continuity and patient access.

As part of our integration of the two legacy companies, we also have further enhanced the Global Quality Manual, taking best practices from each legacy company. We also enhanced consistency across more than 20 global policies and procedures, including, but not limited to, the policies governing investigations, self-inspections, APR process, data integrity, Field Alert Reporting and Risk Management.

Training for Continuous Improvement

Our Global Learning and Development program provides comprehensive and effective training to assure 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 as part of Global Training policy requirement. We also provide 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. cGMP training is conducted on an annual basis and, as needed, more frequently in accordance with regulatory requirements at the site and/or global level.

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 specifically designed for each job description.

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 assure that employees remain familiar with the specific cGMP requirements applicable to them.

Quality Monitoring 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 internal audit program is a key component of our oversight and monitoring of the quality performance across our network. The internal audits are designed to proactively evaluate compliance against the GQM/ GQP and global cGMP regulations.

- 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 regular basis for each production/API site as well as our distribution, packaging and laboratory sites.
- Internal sites are required to 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.

In recent years we streamlined the global internal audit program to include expedited timelines for issuance of observations and increased site leadership engagement to ensure immediate remediation of identified observations. We further increased focus on global investigations oversight, third-party management, and surveillance across our sites.

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 CAPA from critical and/ or major observations are reviewed and verified for completion by the Global Operations Audit Team.

Quality Risk Assessment

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

Quality Culture

Employees are provided training on quality culture to ensure personnel have a clear understanding of our commitment to quality. In 2021 we kicked off a Quality Campaign with the following focus:

- **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 to operate 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:** 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 committee 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 right to conduct regular on-site audits to ensure compliance regulations, applicable regulatory reporting requirements, and allow access to all records related to the supplied products, among other requirements.

- 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.
- We conduct routine audits to assess the strength and performance of the QMS. Frequency is based upon cyclical audit requirements by facility type, historical regulatory inspection performance, and key product launches.
- In 2021, in response to the pandemic, we instituted a virtual audit program that enabled us to effectively conduct audits and remain in compliance with regulatory auditing requirements. In total, 612 GMP, 69 GCP and 23 pharmacovigilance (PV) audits were conducted by the company's global Operations Audit team at our facilities and suppliers.

External contractors and suppliers approved for business with us are recorded in an internal global database which 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, adverse-event reporting of other manufacturers' products, development of new scientific and testing criteria and evolving regulatory and manufacturing expectations everywhere we operate. We continuously learn from these interactions as scientific, technology and regulatory expectations continue to evolve.

- The health authority inspections provide extensive external certification of the company sites and our suppliers and provide authorization for further production and marketing.
- We are making progress to resolve the identified observations regarding Viatris' active FDA Warning Letters.
- In 2021, more than 90 health authority inspections were conducted across our facilities. The COVID pandemic has had an impact on this number compared to previous years.

Notable International Health Authority Inspections in 2021 include: FDA (USA), EMA, HPRA (Ireland), MHRA (United Kingdom), TGA (Australia) and WHO.

Patient and Product Safety

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 once placed on the market.

We are in the final stages of completing the integration of legacy Mylan and legacy Upjohn PV systems into one Viatris global pharmacovigilance system by ensuring appropriate policies, procedures, resources, IT infrastructure and agreements are in place to meet global pharmacovigilance requirements.

Global PV governance committees, such as the Corporate Product Safety Committee and the Pharmacovigilance System Oversight Committee, are responsible for periodic and ad-hoc evaluation of new safety-relevant information and facilitates full oversight of compliance and the performance of the Viatris PV system.

Potential new safety-relevant information is assessed and evaluated through our corporate safety governance structure and important new information is communicated in a timely manner to regulatory authorities, healthcare professionals and patients.

To manage safety of a diversified and complex product portfolio — made up of prescription medicines, over-the-counter medicines, combination products, medical devices, food supplements, cosmetics - we have highly skilled and trained cross functional teams of medical and scientific professionals who review and report our risk and benefit assessments to regulatory authorities worldwide.

- In 2021, the company submitted more than 350,000 individual safety reports and more than 1,500 aggregate reports to health authorities and business partners with a compliance rate of over 99%.
- The company currently has more than 310 risk management plans and associated interventional measures designed, where required, to help ensure our products are used safely and effectively.

Mechanisms like periodic meetings of the Joint Pharmacovigilance Governance Committee for oversight of new safety and compliance matters and service delivery teams for the operational matters have played a vital role for the Viatris Product Safety & Risk Management department to maintain oversight of the safety profile and regulatory compliance for legacy Upjohn products, managed in Pfizer's system, during the transition period.

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 to allow oversight and PV governance. In late 2021, relevant procedural documents have been updated to meet the requirement of new EU Clinical Trial Regulations implemented in January 2022.

Key activities are monitored for performance and compliance against standards, targets and thresholds. The PV system is subject to both internal and external 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 impact is addressed.

As appropriate, corrective and preventive actions required are tracked until effective implementation of compliance with worldwide pharmacovigilance regulations. All processes are designed to be compliant with the EU Good Pharmacovigilance Practices (GVP) 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 and global service providers and approximately once every three years or less for affiliates based on risk assessment.

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

In 2021, in addition to the 23 internal PV audits commissioned by our Global Operations Auditing team, there were eight external PV audits by business partners and six PV inspections by national health authorities. No critical findings were identified in these audits or inspections in 2021.

We conduct training that complies with the company's policy on PV Training Standards, which defines training curriculum, 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 2021, we conducted the mandatory annual Basic PV-training for our approximately 37,000 colleagues.

In our continuous effort to innovate and enhance our system, we continued our efforts in 2020 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 of our global safety database (ARGUS) and safety surveillance with objective to potentially enhance our product safety evaluation, communication and risk mitigation capabilities.

During the COVID-19 pandemic, the PSRM function developed and implemented our 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 assure they meet registered specifications. For all products, as regulated by cGMP, we conduct extensive testing, including raw material, intermediate and finished product. 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 product recalls as part of their design. Recalls are largely initiated by a pharmaceutical company as a precautionary measure in cases of possible or actual risk to the quality and safety of the product, and/or risk to the patient. Although there is no harmonized international standard between countries on what constitutes a recall, Viatris has internal global requirements that each company site must maintain a written procedure to govern the recall of products based upon health authority regulatory requirements in the territories in which our 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 the type and size of a product portfolio, along with other factors, may impact the number of recalls across companies.

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 protection of patient rights throughout the study 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 2021, 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, allergies, and pulmonary diseases, among others.

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 FDA's guidance on Diversity in Clinical Trials and works to include diverse patient populations for global studies that will be submitted for approval to FDA and other health authorities. Considerations for diversity include both demographic criteria (e.g., gender, race, ethnicity) as well as non-demographic criteria (e.g. co-morbidities, organ dysfunction, the extremes of weight range). 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 complies with applicable GCP requirements to ensure that pediatric clinical trial requirements are completed with a focus on patient safety and integrity of clinical trials data.

Our range of clinical experience and scale includes: 27,000 study participants across 9 therapeutic areas; 800 PKPD / adhesion & 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.

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 ongoing review of procedures to ensure continued alignment with GCP regulations and guidance documents.

Global Standards

Regardless of where the trials are conducted and whether they are performed in-house or by a qualified third party, the company's global standard operating procedures apply with the aim to ensure the robust adherence to applicable policies, procedures and regulatory requirements. We develop clinical study protocols for every clinical trial, which contain 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 study closeout. 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 the 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 in order 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 undergo 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 such as www.clinicaltrials.gov, https://eudract.ema.europa.eu, 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 are following the EU Clinical Trial Directive (EC) No. 001/20/EC in the EU. When the Clinical Trial Regulation EU No. 536/2014 goes into effect, we will comply with that regulation.

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 through 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 regulation. We are committed to the "3 R" 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 team performs regular audits on entities and facilities involved in animal testing to ensure compliance.

Promoting Product Security and Fighting Falsified Medicine

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 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 which 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, platforms 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:

- Experienced compliance team
- Dedicated suspicious order monitoring team
- Data and analytical programs
- Customer due diligence
- Education and training
- On-going engagement with state and federal regulators

In addition, we also have a dedicated product diversion program, which 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. New and updated procedures have also been implemented across all manufacturing sites 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. Eventually, the serialization process will leverage aggregation, which places a unique code on shipping packages of our products. This code will associate data for 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 emphasis on data and product integrity.

For global manufacturers the challenges with serialization are requirements that vary by markets. 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.

Integration of legacy Upjohn products into Viatris' serialization architecture progressed in 2021 and will continue in 2022.

Ensuring Reliable Supply Chains

Maintaining a reliable supply of pharmaceutical products is always critical, but even more so – and often more challenging — in the midst of a pandemic. As an essential business, Viatris has taken action to avoid supply chain disruptions for critical medicines.

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 on our sustainability practices. The strong relationships with logistics partners were especially valuable in addressing the volatile changes in demands amid the pandemic.

Global, diverse and flexible supply chains are key to timely and affordable access to medicine. We were able to maintain a global service customer level of 90% during the pandemic, in part thanks to our ability to assess stock daily and move products from one region to another based on needs and availability.

Our approximately 40 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 600 third parties that enhance our internal capacity and capabilities. From an API point of view, we are vertically integrated on many key products, and we have built long-term strategic partnerships with our API suppliers to mitigate disruption.

We are one of the world's largest producers of APIs, providing them to customers in more than 100 countries. We are the 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; cardiovascular, antivirals; antidiabetics; antifungals; and proton pump inhibitors.

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

- More than 20 countries supply top 100 products from nearly 80 different locations. Many products registered at multiple sites offers risk mitigation and flexibility to meet demand
- 50% of top 100 products dual sourced for API and/or finished product
- >20 countries supply API for 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. In 2021, the supply chain team partnered with commercial teams to better understand customer requirements and further improve forecast accuracy. Doing so helps us plan production and reduces the risk of excess stock.

Forging Strong Supplier Relationships

Strong relationships, a global, diverse, flexible and transparent supply chain, and well-established processes enabled Viatris to maintain reliable supply and address volatile demands and urgent patient needs. Recent events caused volatility and supply chain distribution in general, proving the value of having good relationships with our partners. The Viatris Supplier Relationship Management program focuses on preferred suppliers to mitigate risk and enhance long-term strategic partnerships.

Expectations from key stakeholders about 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.

Supplier Code of Conduct

Our Supplier Code of Conduct provides guidance for doing business with us. The code references international conventions underpinning the UN Global Compact, the Women's Empowerment Principles and the CEO Water Mandate. Viatris is a signatory of all three. The code is an important policy tool in our work to enhance supplier relationships, part of mitigating supply chain risks and raising awareness on responsible practices.

Building out Sustainable Sourcing

Our sourcing vision is to serve as:

- 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

As part of the integration work that continued in 2021, we took the opportunity to review our governance and programs on sustainable sourcing. New members joined our Council for Sustainable Sourcing to better reflect the new company and to further facilitate ownership across key functions. The council includes members from Viatris' vertical and sourcing leadership, EHS and CSR leadership, Quality and Compliance.

This group will continue to:

- Provide guidance and direction for sustainable sourcing
- Develop governance, practice and reporting of sustainable sourcing
- Instill the culture of sustainable sourcing within sourcing teams
- Set annual sustainable sourcing goals and objectives
- Develop, implement and align with enterprise policies and metrics from a sustainable sourcing perspective
- Continue to expand our focus on green procurement.

In 2021, significant efforts went into further expanding our program on sustainable sourcing, leveraging the strengths and experiences from our legacy companies. Areas of focus included:

- Updating a new Supplier Code of Conduct for Viatris, reflective of our membership in the Pharmaceutical Supply Chain Initiative (PSCI)
- Developing new standards for EHS, labor and ethics assessment of external suppliers
- Scaling up the number of suppliers included in Viatris' sustainability and risk assessment procedures
- Proceeding with the supplier assessments for the AMR IA Framework on Responsible Manufacturing
- Source selection for Direct Materials
- Partnerships and communication
- Monitoring, reporting and continuous improvements

Partnerships and collaboration are essential for continued progress and impact. Viatris joined the PSCI in 2021, to benefit from joint principles and to help promote collectively responsible supply chain management and better conditions across the industry. By partnering with PSCI, we also hope to contribute to finding synergies and enhance efficiencies across our supply chains, ultimately allowing us to allocate resources to the mission of creating sustainable access to high-quality medicine.

> The Pharmaceutical Supply Chains Initiative (PSCI) Is a nonprofit business membership organization with a vision for excellence in safety, environmental and social outcomes for the global pharmaceutical and healthcare supply chain. The purpose is to bring together members to define, establish and promote responsible supply chain practices, human rights, environmental sustainability, and responsible business.

Mitigating Supply Chain Risk

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 based on the PSCI principles. For the latter, we are including suppliers in a phased approach.

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. In 2021, we continued to expand our focus in this area to include global EHS in the process. Key vendors of strategic brands were assessed against PSCI principles.

Supplier Diversity in the U.S.

Promoting DE&I goes beyond our colleagues and serving patients. Advancing how we consider DE&I in our business dealings is part of helping 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 continue to build relationships with small and diverse businesses.

We monitor spending and provide access to databases featuring diverse suppliers to promote these businesses. Our senior sourcing members meet quarterly to review achievements related to supplier diversity, and we continue to make program adjustments as we seek to 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 as countries closed their borders and enforced lockdowns, requiring increased collaboration with industry and governments to mitigate the impact on patients and find solutions.

The constraints of the pandemic 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. 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 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.

We have been actively engaged in drug shortage task forces initiated by health authorities to identify potential solutions to minimize shortages. We are also working with a variety of stakeholders to find a holistic and long-term solution to ensure continued supply and access to medicines.

Distribution

The company's products make their way to 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 them and other important collaborators, including NGOs, to help ensure the most efficient distribution of products possible.

Supporting Appropriate Use of Medications

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, 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.

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.

EMPLOYEES

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 focuses on the priority areas of talent, organizational effectiveness, engagement and DE&I. This framework allows for HR to deliver solutions with specificity at the regional and local levels, while operating as a global community as it executes on its strategy.

The Human Relations function 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 topics such as talent succession, DE&I, integration efforts and more.

Global centers of excellence (COEs) for Talent, Total Rewards, People Insights and Employee & Labor Relations design strategies and programming in support of the company's people, performance and growth. The COEs are supported by our new People Solutions team, driving efficiencies through process development, technology, analytics and project management. Regional HR leaders are also accountable for helping to deploy global and local programs, working closely with our commercial, operations, scientific affairs and enabling functions.

Actionable insights and guidance are provided by HR business partners who align our people strategy with business strategy 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.

Compensation and Benefits

We maintain a robust rewards framework that provides competitive compensation and benefits aligned with the market. In addition to rewarding employees, it also is intended to align with the company's business strategy of increasing shareholder value. Our discretionary short- and long-term discretionary incentives include performance-based annual cash bonuses, sales incentive compensation programs and equity grants, each designed to drive the continued development of our business, recognize achievements, create shareholder value and encourage behaviors expected of leaders.

We actively manage our incentive programs to ensure they are dynamic to attract key talent, performance-driven to motivate and reward employees in achieving our stated objectives in support of the continued growth of our business, and aid retention. Managers annually evaluate employees' performance and total compensation. We also leverage benchmarking tools and subscriptions with external partners to ensure our total rewards programs are competitive and equitable.

We remain committed to the fair, equitable treatment of individuals regardless of grounds such as gender, race and ethnicity in our compensation practices and will continue to take measures in support of pay equity.

Recognizing Freedom of Association

We recognize and respect the rights of employees to have access to representation and collective bargaining, as articulated in the International Labor Organization core conventions. Around the world, we have a significant number of colleagues in manufacturing, commercial and corporate functions who are represented and 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 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
Total Workforce	45,975	41,761
Employees	41,652	37,184
Contingent Workers	4,323	4,577
Employees by Gender	**2020**	**2021**
Female	34.4%	35.6%
Male	65.6%	64.4%
Employees by Segment & Gender	**2020**	**2021**
Developed Markets	39.2%	36.2%
Female	48.6%	51.7%
Male	51.4%	48.3%
Emerging Markets[2]	41.7%	43.6%
Female	16.6%	17.4%
Male	83.4%	82.6%
Greater China	13.0%	14.7%
Female	50.2%	50.6%
Male	49.8%	49.4%
JANZ	6.1%	5.5%
Female	30.0%	33.9%
Male	70.0%	66.1%

Full-time (Equivalent) Employees by Segment	2020	2021
Overall	98.5%	98.5%
Developed Markets	96.4%	96.0%
Emerging Markets	100.0%	100.0%
Greater China	99.9%	100.0%
JANZ	98.9%	99.0%
Employees by Function & Gender	**2020[3]**	**2021**
Commercial	31.6%	32.5%
Female	48.3%	50.5%
Male	51.7%	49.5%
Enabling Functions (General & Administrative)	7.6%	8.1%
Female	43.5%	43.3%
Male	56.5%	56.7%
Operations	52.9%	50.7%
Female	23.2%	23.1%
Male	76.8%	76.9%
Scientific Affairs	7.9%	8.7%
Female	44.5%	44.7%
Male	55.5%	55.3%

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

Viatris plans to make EE0-1 data available in the future.

[1] Data as of Dec. 31, 2021
[2] India makes up 78% of Emerging Markets workforce. India manufacturing specifically makes up 60% of the Emerging Markets workforce.
[3] 2020 data adjusted to reflect remapping of Operations G&A employees to Operations from Enabling Functions to achieve consistency in year-over-year comparison with 2021 data

WORKFORCE DATA

People Managers[1] by Segment & Gender	2020		2021	
	FEMALE	MALE	FEMALE	MALE
People Managers Overall	32.5%	67.5%	33.2%	66.8%
Developed Markets	41.8%	58.2%	43.4%	56.6%
Emerging Markets	15.8%	84.2%	16.9%	83.1%
Greater China	49.9%	50.1%	49.7%	50.3%
JANZ	21.5%	78.5%	26.9%	73.1%
People Managers as a % of Overall Female or Male Workforce	**FEMALE**	**MALE**	**FEMALE**	**MALE**
People Managers Overall	15.1%	16.4%	15.6%	17.3%
Developed Markets	16.3%	21.5%	16.7%	23.3%
Emerging Markets	12.8%	13.7%	14.3%	14.8%
Greater China	15.4%	15.6%	14.8%	15.4%
JANZ	10.4%	16.2%	12.2%	17.0%
Senior Management by Gender[2]	**FEMALE**	**MALE**	**FEMALE**	**MALE**
Overall	21.5%	78.5%	22.2%	77.8%

Employees by Age Group	2020	2021
Average Age	39.7	39.6
Under Age 25	4.4%	4.5%
Ages 25-34	34.6%	33.9%
Ages 35-44	30.8%	32.2%
Ages 45-54	20.7%	20.9%
Ages 55-64	9.0%	8.1%
Ages 65 and Over	0.5%	0.4%
Career Progression by Gender[3]	**2020**	**2021**
Overall	16.7%	20.0%
% of Overall Female Population	15.4%	19.8%
% of Overall Male Population	17.3%	20.2%

[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

Board Composition	2021
Total # of Board Members	13
By gender	
Board Members who identify as Female	3
Board Members who identify as Male	10
By race and ethnicity	
Board Members who identify as African American or Black	1
Board Members who identify as Asian	1
Board Members who identify as Two or More Races or Ethnicities	1

To learn more about the background and perspectives of the members of the Viatris Board, please see Viatris 2021 Proxy Statement, Viatris Amendment No. 1 on Form 10-K/A to the 2021 Viatris Annual Report, and the Corporate Governance Principles.

WORKFORCE DATA

Employee New Hire Rate[1]	2020	2021
Overall	9.6%	11.3%
Female	11.5%	14.4%
Male	8.6%	9.7%
Average Employee Tenure[2]	**2020**	**2021**
Overall	9.5	8.5
Female	9.0	7.9
Male	9.8	8.8
Employee Turnover Rate[3]	**2020**	**2021**
Overall[4]	8.1%	23.1%
Female	9.5%	23.7%
Male	7.4%	22.8%
Voluntary Employee Turnover	6.1%	9.8%
Female	7.1%	11.5%
Male	5.6%	9.0%
Involuntary Employee Turnover[4]	1.8%	13.0%
Female	2.3%	12.0%
Male	1.6%	13.5%
Other Employee Turnover[5]	0.2%	0.3%
Female	0.2%	0.2%
Male	0.2%	0.3%

[1]2020 new hire rate includes full-year legacy Mylan data and legacy Upjohn data after Nov. 16, 2020

[2]Includes prior years of service with Mylan and Upjohn

[3]Regular employees only; 2020 data adjusted to reflect reclassification of mutual agreement and retirement from Other to Voluntary to achieve consistency in year-over-year comparison with 2021 data; 2020 turnover rate includes full-year legacy Mylan data and legacy Upjohn data after Nov. 16, 2020

[4]Data reflects the global restructuring initiative announced in 2020

[5]Reasons include disability, ill health and inability to return from leave of absence, among others

ENVIRONMENTAL, HEALTH AND SAFETY

Management System and Governance

At Viatris, we have a holistic approach to and integrated management of environmental, health and safety (EHS). We are creating an EHS management model, continuing the integration of two strong legacy programs and leveraging their strengths. Founded on 13 Principles, our framework is built to support compliance with local regulatory requirements and global company policies and to nurture a culture of continuous improvement.

Our Global EHS Policies — the Global Environmental Stewardship Policy, Global Climate Change Policy, Global Water Policy — and Global Health & Safety Policy are based on our governing EHS Principles. The policies apply to all of Viatris' global operations, from senior management down through every level of the organization.

The company's Technical Requirements establish global minimum operating requirements for a variety of environmental and safety activities. 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 and environmental hazard assessments of products.

Implementing these policies and standards helps support compliance with applicable regulations in the countries and locations where we operate, in addition to filling potential gaps where certain regulations may not exist.

The management system is built on the following 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

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

Roles and Responsibilities

Each business unit and its respective operating units must have in place programs and systems that address all applicable principles set out in the Global EHS Management System. Established at all levels of the organization, EHS functions, roles and responsibilities are in place 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-related topics. The Global EHS function is integrated across the organization and reports into the Chief Operating Officer (COO), through vertical leaders. The COO reports to the President. The Viatris Board's Risk Oversight committee is appraised on applicable EHS issues including climate-related issues such as regulatory or compliance activities, external and internal reporting requirements, as well as hurricane preparedness and response, among other topics.

Working collaboratively 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 (IT) systems. Site and regional teams are supported by global subject matter experts in key areas of EHS. The Global EHS team oversees the data collection, management and monitoring of EHS activities through a global database and system.

EHS FUNCTIONS AND ROLES	Global EHS Governance	Global EHS
	Comprised of cross-functional leaders who provide guidance on the Global EHS Program.	Develops and oversees the EHS policies, programs, standards, guidance documents, systems and tools implemented at Viatris.
Global EHS Shared Services Teams	**Regional EHS Teams**	**Site EHS Leads and Teams**
Provide expert knowledge, guidance and tools for EHS Teams globally and include Occupational Toxicology, Industrial Hygiene, Process Safety, EHS Training and EHS Systems.	Provide direct support to Site EHS and GMs including compliance, program, system and guidance support and support Global and Regional programs, systems and guidelines.	Focus directly on site EHS compliance, management, programs and activities.

Continuous Improvement

We work to continuously improve our EHS programs by keeping safety and environmental management at the forefront of our vision and practices. The Global EHS Management System supports 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

Internal and External EHS Audits

Internal assessment and audit are core components of our EHS management approach and serve several purposes, including identifying risks to people, the environment and the company; fostering continuous improvement; and promoting knowledge transfer. In 2021, we further built out our EHS risk assessment program. We routinely conduct 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. For observations identified, the audited facility develops and implements action plans, which are tracked by the EHS function.

Reporting

We monitor and track many elements of our environmental and safety performance, allowing 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 identification of key trends, opportunities and information.

We are committed to being transparent regarding the company's environmental efforts and performance. We report externally on an annual basis and communicate throughout the year to inform internal and external stakeholders about our work and raise general awareness of environmental issues.

Health and Safety Performance

Across all locations, protecting the safety of not only our employees but also our contractors and visitors is vital. Contractors and visitors are covered by site-specific EHS policies and procedures. With established guidelines for contractor safety management, pre-screening and training, the safety performance of our contractors is tracked.

Health and Safety Performance	2020	2021
Total Recordable Incident Rate (Recordable cases per 200,000 hours worked)	0.53	0.48
Total DART Incident Rate (cases per 200,000 hours worked)	0.38	0.31
Total Lost Time Incident Rate (Lost time cases per 200,000 hours worked)	0.32	0.27
Work-related fatalities	0	0

External Certifications	2020	2021
Number of sites certified to OSHA 18001 and ISO 45001	14	15
Number of sites certified to the British Safety Council	6	4

Environmental Certifications

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

2020 data represents Legacy Mylan. 2021 data represent Viatris.
Data as of February 2022. 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.

40% of total manufacturing locations are ISO14001 certified

100% of India API manufacturing locations are ISO 14001 certified

93% of India manufacturing locations are ISO14001 certified

Risk Management

EHS risks are evaluated for our products, processes and facilities. As directed by company policies, the Global EHS Management System and technical requirements, each site is required to utilize EHS risk assessments using a formal process to analyze environmental, health and safety risks and maintain continuous improvement plans.

We assess the risks to our network on an ongoing basis and take measures to help ensure our ability to uphold a stable supply of medicines. Protecting our employees, our products, our facilities and the environment has always been a priority. As part of those efforts, we also evaluate regulatory and physical risks and opportunities associated with the effect of climate change across our operations.

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

Other environmental management areas of focus include:

- Waste
- Water scarcity analysis using the World Resources Institute Aqueduct tool
- Wastewater treatment and discharge
- Regulated air emissions
- GHG emissions and climate change, including physical risks such as extreme weather-related and chronic physical risks such as drought or extreme temperatures
- Pharmaceuticals in the environment, including antimicrobial resistance

As part of Viatris' Global EHS Management System, we are implementing a new program and technical requirement on Pharmaceuticals in the Environment. Viatris conducts qualitative manufacturing effluent risk assessments to determine the appropriate level of control measures to be implemented in manufacturing to protect the environment from releases of pharmaceutical ingredients. Meanwhile, Viatris is expanding its journey of conducting quantitative manufacturing effluent risk assessments to other product classifications in addition to 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.

GHG Emissions and Climate Change

We are committed to taking steps in an effort to mitigate our impact on and risk from climate change. As noted previously in the report, we have committed to set near-term company-wide emission reductions in line with climate science with SBTi. These goals have been submitted to the SBTi for validation and approval.

Operations sites have set various short-term strategies that support the company's overall commitments and goals, and several initiatives have been implemented throughout the organization. These include increasing the purchase of renewable energy, utilizing alternative fuel sources and fugitive emissions reductions, and phasing out ozone-depleting substances, as required. We are systematically looking for ways to improve energy management and efficiencies by implementing energy efficiency and emissions reduction projects.

As part of the extensive work to develop science-based reduction targets for Scope 1, 2 and 3, we did baseline assessments and forward-looking plans. Since 2020, we have been evaluating Scope 3 emissions including from purchased goods and services, other fuel-and-energy-related activities and from upstream and downstream transportation, as part of advancing on our SBTi objectives. We plan to further intensify supplier engagement and leverage the PSCI partnership.

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), and we continue to incorporate its recommendations into our strategies and disclosures.

Energy Purchased (GWh)	2020	2021
Total electric purchased	**747**	**714**
Renewable electric sources	86	86
Non-renewable electric sources	660	628
Total fuel purchased (GWh)	**1,178**	**1,161**
Biomass	10	9
Coal	584	624
Fuel Oil	221	165
Natural Gas	194	168
Propane	133	161
Others	36	35
Total energy purchased (GWh)	**1925**	**1875**
Energy Intensity Ratio (GWh / million USD revenue)*	0.105	0.105

Greenhouse Gas Emissions (thousand metric tons CO_2e)	2020	2021
Total GHG emissions	**785.3**	**770.9**
Scope 1 GHG emissions	352.4	355.0
Scope 2 GHG emissions (Market-based)	432.9	415.8
Total GHG Emissions Intensity Ratio (metric tons CO_2e/million USD revenue)*	42	43

Notes related to tables

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

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- 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
- 2021 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, prior year data has been restated due to improved data quality

Water and Wastewater Management

We recognize that water is a scarce resource in some of the communities where we live and work. We are committed to working proactively to protect water resources and continue to improve our water management practices and systems.

Our goal is to perform water risk assessments for all locations in high or extremely high water risk areas as identified by the World Resource Institute and identify appropriate water conservation initiatives by 2025. All operations sites are periodically audited to ensure compliance with local regulatory and internal standards.

Responsible wastewater treatment is a key point of 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 implement appropriate controls, technologies and containment strategies to minimize the amount of potential pharmaceutical ingredients that could enter wastewater. All wastewater streams are then treated to ensure compliance with local regulatory and internal standards. In India, multiple sites apply zero liquid discharge (ZLD) technology that eliminates wastewater discharge. To help ensure our ZLD- equipped plants continue to operate effectively, we continue to conduct independent, third-party assessments on some ZLD facilities and will continue to conduct additional evaluations.

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

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 and human health risk, we are committed to reducing pharmaceuticals discharged from our manufacturing operations. The company's approach to addressing and minimizing the potential impact of pharmaceuticals in the environment (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 work groups with a focus on responsible effluent management and appropriate disposal of unused medicine.

Water Use & Discharge Summary (thousand m^3)	2020	2021
Total water withdrawal	4,037	3,866
Total water recycled and reused	593	632
Total water discharged	1,905	1,775
Sites with zero liquid discharge (ZLD) systems	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 on operational control
- Some data includes estimates and is subject to revision

Water Use by Sources (thousand m^3)	2020	2021
Municipal/Third-party	3,246	3,244
On-site borewell	551	559
Rainwater	57	60
Other	3	2

- 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

Waste Management

The companywide EHS waste management standards, along with industry regulations, govern specific handling, treatment, storage and disposal of all waste. Each waste stream is reviewed and evaluated to determine the best treatment method. Waste treatment methods are selected based on the type of waste treatment 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 of fossil fuel at these facilities.

We have a goal to achieve a 50% increase in the number of zero landfill locations by 2030; using 2020 as a baseline year.

Waste Management (thousand metric tons)	2020	2021
Total waste generated	75.10	80.93
Hazardous waste	52	57
Non-hazardous waste	23	24
Percentage of waste recycled or sent to energy recovery (%)	74%	70%
Significant spills	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
- Some data includes estimates and is subject to revision

Air Emissions

We are committed to reducing emissions in the air, and we use the companywide EHS program to identify, track, monitor and control prioritized emissions per industry standards and regulatory guidelines. Our facilities are equipped with air emission control devices to manage regulated air pollutants. Viatris has developed a new Air Emissions Technical Requirement that expands the tracking of air pollutants, and includes requirements around pharmaceutical emissions, storage tank system fugitive emissions, visual emissions, and odor.

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

- CDP reporting
- AMR Industry Alliance
  - Board Member
  - Manufacturing Work Group
- Medicines for Europe
  - Environment, Health, and Safety Work Group
- Inter-Association Initiative on Pharmaceuticals in the Environment Task Force
- Bulk Drug Manufacturers Association of India
- Pharmaceutical Supply Chain Initiative (PSCI)

CSR OVERSIGHT AND COMPLIANCE

CSR Governance

Viatris' Board of Directors (Viatris' Board) oversees management's efforts with respect to CSR through its Risk Oversight Committee. The CSR function operates as a center of excellence within the Corporate Affairs leadership team. The head of CSR Development and Operations drives the strategic and operational development of CSR across the company together with key partners. The Head of Corporate Affairs reports directly to the CEO and communicates quarterly with the Viatris Board through the Risk Oversight Committee. The global CSR function includes teams in the U.S., Europe and India with additional partners across other geographies.

A multifunctional CSR Advisory Committee comprised of global leaders convenes monthly and monitors the progress and supports the integration of CSR initiatives 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 monthly and quarterly structured forums, addressing areas of focus with regards to CSR and sustainability for specific key functions, complement 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 the 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 that 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, environmental events — including those related to climate change (e.g., flooding, drought, extreme temperatures, severe storms or other significant business interruptions).

By embedding our ERM processes into the company's strategic planning process, we seek to optimize our ability to identify risks, while also identifying and leveraging opportunities. We conduct periodic enterprise risk assessments to identify key and emerging risks. The ESG priority assessment informs the periodic enterprise risk assessment. For each key and emerging risk identified, we have a process to establish risk ownership and evaluate risk mitigation activities. We continue to expand the use of key risk indicators to enhance our ability to evaluate risk mitigation activities and as a tool for risk monitoring and reporting.

How Viatris Considers Price as Part of Our Commitment to Accessibility

At Viatris, we provide a portfolio of more than 1,400 approved molecules 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; generics, including branded and complex generics; and biosimilars. 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.

Ensuring 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 are uniquely positioned to provide holistic solutions for governments, NGOs and health systems globally as we partner to connect more people to products and services.

As we continue to expand into new geographies — potentially with different risk profiles — safeguarding integrity in business conduct and our assets is critical. We have well-established procedures to identify, manage and monitor risks as part of expanding our business. Risks associated with expansion into new geographies and other outputs of our ERM program are leveraged by Global Internal Audit in determining areas over which it will perform audits.

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.

Global Privacy Governance

The company is committed to protecting the information relating to identified or identifiable natural persons (Protected Data). The Viatris Privacy Notice (Privacy Notice) describes our collection, use, disclosure and retention of Protected Data in relation 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 calling us, or by mail, and otherwise during the operation of our business. The Privacy Notice also explains the ways in which, under applicable laws, a person can control the processing of their Protected Data and exercise other rights.

All company personnel are required to adhere to and comply with applicable company policies and procedures. Should applicable data protection laws or regulations provide for more stringent requirements than specified in our governance documents, those applicable data protection laws and regulations govern.

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

The Head of Global Privacy oversees all ongoing activities related to the development, implementation, maintenance, and adherence to the company's policies and procedures relating to Protected Data.

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

- Employee training;
- Aligning the company's practices and procedures with all relevant local, regional, national, and international laws and regulations;
- 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 individual's privacy rights requests;
- 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.

Information Security

We have an information security strategy which focuses on 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 the areas of information security risk management, supply chain information security, incident response, security operations, access and application security, education and awareness and security operations. The team is supplemented by a 24/7 managed security service provider that serves as the initial point of contact globally for security monitoring, incident response and vulnerability management.

The Viatris leadership team is updated as needed or on a quarterly basis regarding the status of the overall cybersecurity program, emerging external and internal risks and key risk indicator performance. The Chief Information Security Officer and Chief Information Officer reports bi-annually to the Risk Oversight Committee of the Viatris Board regarding our information security program and performance.

Sources | For more detailed information about the risks and uncertainties associated with our business activities, see our Annual Report on Form 10-K for the year ended Dec. 31, 2021

As part of our multi-year information security program, we focus on seven key threat areas: malware, hacking, social, physical, misuse, accidental and environmental. Across each of these seven areas, we have comprehensive policies and procedures in place to identify and mitigate risks as well as train employees. In addition to internal experts, we utilize third parties for management, controls and audits. Depending on the asset risk profile, testing is conducted on a quarterly basis. Our control procedures are designed to support a remote-flexible work environment.

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 24 hours a day, seven days a week, and 365 days a year 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. 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: Identify, Detect, Protect, Respond, and Recovery. Every two years, we conduct an information security benchmark using the Information Security Forum's (ISF) assessment tool. In addition to the overall risk mitigation program, we carry a multitiered cyber insurance policy.

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.

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 Chief Executive Officer.

The Compliance Committee makes recommendations to the 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, and legal rules 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 (CoE). 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 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 CoE, which focuses on policies, training and communications, risk assessment and monitoring, due diligence, and investigations.

Areas of focus in Viatris' global compliance framework include:

- Raising Concerns
- Operational Compliance
- Fraud and Corruption
- Fair Competition, Pricing, and Anti-trust
- Corporate and Securities Laws
- Fair Employment and Data Privacy Practices

Sources | For more detailed information about the risks and uncertainties associated with our business activities, see our Annual Report on Form 10-K for the year ended Dec. 31, 2021

To reinforce our commitment to compliance, in 2021 we:

- Continued to harmonize compliance-related topics into a unified policy landscape for Viatris
- Continued to implement an effective, comprehensive and consistent Global Compliance Monitoring Program to improve risk-management capabilities
- Further enhanced our compliance investigations process in consideration of company requirements as well as evolving laws and regulations

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

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

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.

As part of reinforcing the culture of compliance in the continued integration, during 2021, we implemented a Global Compliance Campaign to further underscore how our commitment to ethical standards and robust compliance helps to support our mission and is vitally important to the patients who use our products. The Global Compliance Campaign addressed compliance-related tools, leadership messaging and training, among other activities. In addition, our CEO and CCO held virtual town halls, together with regional compliance leaders and compliance champions across our global footprint. Looking to 2022, an external assessment of the Viatris global compliance program is planned.

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 function. Examples include:

- Vendors that 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).
- Established regional investigation committees to streamline the compliance investigations process while building efficiencies, aligning to the commercial segments and creating transparency and partnership with key stakeholder functions.

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, Fair Competition an Anti-Corruption, among other topics, and track completion rates. In 2021, the completion rate for Code of Business Conduct and Ethics training was 97%.

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.

A few highlights:

- 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 any case of suspected conflict of interest. Each identified case is investigated and if concerns remain after investigation, actions are taken as appropriate.

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

As part of the company's ERM program, Internal Audit 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. Our procedures also address our business partners. In 2021, we continued updating local risk assessments based on development of the business and compliance risks globally.

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 partners operating in high-risk areas (whether geographic or subject matter), 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.

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.

Reporting Compliance Concerns

We encourage open communication, provide a variety of channels for reporting potential compliance violations, and strictly prohibit retaliation relating to any reports made in good faith.

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.

The Compliance Line is available 24/7 and permits anonymous reports in all countries in local languages where permitted by law. In addition, colleagues can report a concern through the online web portal located on the Company's intranet.

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.

The policy is available to all employees on the company's intranet. Every effort will be made to keep reports of CRMs and 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.

Responsible Marketing and Promotion

Our colleagues often interact with members of the healthcare community as part of their efforts to educate 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 HCPs instruct employees on proper behavior when engaging with HCPs. The standards are grounded in company-wide 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 HCPs.

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. Our policies are consistent with regulations and adhere to ethical standards set forth by the company and industry associations.

The Global Policy for the Marketing and Advertising Review Council 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 robust review processes, risk assessments and compliance monitoring as part of the company's compliance program and enterprise risk management.

Promotional activities and materials must never involve promotion of drugs for off-label indications, uses, doses or populations.

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 directly 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. 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.

Respecting Human Rights

As a participant in the UN Global Compact, we recognize our responsibility to support and promote the protection of human rights within and beyond our own operations. We do so through our core business and 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 are the foundation of our work to mitigate the risk of human-rights violations.

Topics relevant to human rights are addressed through a variety of company policies, 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.

Examples include:

- freedom of association
- prohibition of trafficking of persons
- prohibition of forced and child labor
- handling of identity and immigration documents
- wages
- working hours
- safety in the workplace
- preventing harassment
- recruitment practices

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 eight committees, each of which operates pursuant to a written charter. Certain of the 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.

APPENDIX

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	Tablet, Film-coated 600mg/200mg/300mg
Efavirenz/Lamivudine/Tenofovir disoproxil	Tablet, Film-coated 600mg/300mg/300mg

International nonproprietary name (INN)	Dosage form & strength
Ritonavir	Tablet, Film-coated 100mg
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
Dolutegravir (Sodium)	Tablet, Dispersible 10mg
Efavirenz	Tablet 50mg
Efavirenz	Tablet, Film-coated 100mg

Therapeutic Area Legend

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

Sources | WHO Pre-Qualification list as per 3/23/21

PRODUCTS ON THE WHO PREQUALIFICATION LIST (continued)

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
Isoniazid	Tablet 300mg
Moxifloxacin (hydrochloride)	Tablet, Film-coated 400mg
Cycloserine	Capsules, hard 250mg
Isoniazid	Tablet 100mg
Linezolid	Tablet, Film-coated 600mg
Pretomanid	Tablet 200mg

International nonproprietary name (INN)	Dosage form & strength
Trastuzumab	Powder for concentrate for solution for infusion 150mg
Trastuzumab	Powder for concentrate for solution for infusion 420mg

Therapeutic Area Legend

Hepatitis | Influenze | 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)		Japan (1)
Italy (1)	South Africa (1)		
Ireland (5)	Turkey (1)		
Hungary (1)	Zambia (1)		
U.S. (9)			

Sources | WHO Pre-Qualification list as per 3/23/21

COLLABORATING TO ADVANCE SUSTAINABLE ACCESS TO MEDICINE

Below are examples of our collaborations. This list is not all-inclusive.

COMMERCE ORGANIZATIONS

AMCHAM (American Chamber of Commerce)

BCIU (Business Council for International Understanding)

FICCI (Federation of Indian Chambers of Commerce & Industry)

PHARMEXICIL (Pharmaceutical Export Promotion Council)

USIBC (US-India Business Council)

USISPF (US India Strategic Partnership Forum)

U.S. Chamber of Commerce

GLOBAL PUBLIC HEALTH ORGANIZATIONS

U.N. Global Compact

WHO (World Health Organization)

INDUSTRY ASSOCIATIONS

AESEG (Spanish Generic Medicines Association)

APOGEN (Portuguese Association of Generic Medicines and Biosimilars)

AssoGenerici (Italy Association of Generic Medicines and Biosimilars)

BAH (German Medicines Manufacturers' Association)

BG Pharma (Bulgarian Generic Pharmaceutical Association)

BGMA (British Generic Manufacturers Association)

Biosimilars Canada Biosimilars Forum BioWV

Biosimilars Forum

BOGIN (Netherlands Association for Biosimilars and Generic Medicines)

CGPA (Canadian Generic Pharmaceutical Association)

Council for Healthcare and Pharma Front

EFPIA (European Federation of Pharmaceutical Industries and Associations)

FGL (The Association for Generic Pharmaceuticals and Biosimilar, Sweden)

FOPE (Federation of Pharma Entrepreneurs)

GEMME (French Generics-maker Association)

GBMA (Australia Generic and Biosimilar Medicines Association)

GENAS (Slovak Association of Generic producers)

IDMA (Indian Drug manufacturers Association)

IGBA (International Generic and Biosimilar Medicine Association)

IGL (Danish Generic and Biosimilars Medicines Industry Association)

Ihoken (Medical Insurance System Study Conference)

MEDICINES ASSOCIATIONS

JBSA (Japan Biosimilar Association)

JGA (Japan Generic Medicines Association)

Läkemedelsindustriföreningen (Trade association for the research based pharmaceutical industry, Sweden)

Medaxes (Belgian Association of Pharmaceutical Companies)

Medicines for Europe

Medicines for Ireland

Neprofarm (Dutch association representing manufacturers of selfcare products)

Consumer Healthcare Products New Zealand

Pharmig (Austrian Pharmaceutical Industry Association)

Prognerika (German Generic Association)

SINFAR (Union of Pharmacists)

SINDUSFARMA (Industry Syndicate of Pharmaceutical Products in the State of São Paolo)

INFECTIOUS DISEASE PARTNERS

Bill & Melinda Gates Foundation

Clinton Health Access Initiative

GBCHealth

Global Fund to Fight AIDS, TB, and Malaria

International AIDS Society

OPTIMIZE Consortium

UNAIDS

President's Emergency Plan for AIDS Relief (PEPFAR)

St. Stephen's AIDS Trust

TB Alliance

UNITAID

ViiV Healthcare

The Clinton Health Matters Initiative

MANUFACTURING ASSOCIATIONS

Alliance for Global Pharmaceutical Serialization

AMR Industry Alliance

CII (Confederation of Indian Industries)

FPMAJ (Federation of Pharmaceutical Manufacturer's Association of Japan)

Global Pharmaceutical Manufacturing Leadership Forum

ISPE (International Society for Pharmaceutical Engineering)

BaH (German Medicines Manufacturers' Association)

National Association of Manufacturers

Pharmaceutical Manufacturers Association of Tokyo (PMAT)

Pharmaceutical Supply Chain Initiative (PSCI)

PRODUCT ASSOCIATIONS

AESGP (Association of the European Self Medication Industry)

Consumer Healthcare Products Association

Consumer Health Products Canada WSMI (World Self Medication Industry)

PROFESSIONAL ORGANIZATIONS

Canadian Association of Professionals in Regulatory Affairs (CAPRA)

Regulatory Affairs Professional Society (RAPS)

PPSWG (Pharmaceutical Product Stewardship Working Group)

American College of Cardiology World Psychiatric Association (WPA)

QUALITY AND REGULATORY AUTHORITIES

Drug Information Association (DIA)

FDA Alumni Association and Alliance for Stronger FDA

FDA Drug Shortage Committee

GDUFA/BSUFA Implementation/ Negotiation Teams

ICH (International Council for Harmonisation)

IPAC-RS (International Pharmaceutical Aerosol Consortium on Regulation & Science)

Pharmaceutical Science Group (PSG)

PDA (Parenteral Drug Association)

USP (United States Pharmacopeia)

WOMEN'S HEALTH

United Nations Population Fund

Healthy Women

Tigerlily (breast cancer)

PHILANTHROPY PARTNERS/ PRODUCT DONATIONS

Dispensary of Hope

Americares

Direct Relief

Stanford University's Global Center for Gender Equality

COUNTRY AND STATE GOVERNMENT PARTNERS/ PROGRAMS

India's National Viral Hepatitis Control Program

National Health Commission

MEDIA/TECHNOLOGY/DATA ANALYSIS

Health News MinaCare

Now Sail Campaign

NCD PARTNERS

Active Citizenship Network

Affordable Cancer Care Program

Allergy and Asthma Foundation of America

American Association for Respiratory Care

American Association of Clinical Endocrinology

American Cancer Society Cancer Action Network

American Diabetes Association

American Pharmacists Association

American Society of Hospital Pharmacists

American Thoracic Society

ASIA Clinical Networks/HOPE & CRISP Network

Asia Pacific Economic Cooperation (APEC) Mental Health Hub

Association of Diabetes Care & Education Specialists

Beyond Type One (BT1)

Boomer Esiason Foundation

C3 Collaborating for Health

Cardiovascular Health Union of China

CHEST (American College of Chest Physicians)

Children With Diabetes

China Public Health Education Media Program (CHEER)

Color of Crohn's & Chronic Illness Inc

COPD Foundation

Cystic Fibrosis Foundation

Diabetes Leadership Council

Diabetes Sisters

Diatribe

EM NCD Think Tank

Endocrine Society

ESPERITY

European Innovation Partnership on Active and Healthy Aging (EIP on AHA)

For Your Heart Partnership

MS Focus

National Multiple Sclerosis Society

NCD Alliance (NCDA)

Project chAnGE

Tata Memorial Centre Affordable Care Project

The NCD Academy World Heart Federation i-Manage

The World Organization of Family Doctors (WONCA)

Younger Lives

Young Survival Coalition

Zero (prostate cancer advocacy organization)

NATIONAL/REGIONAL GOVERNMENTAL ORGANIZATIONS

Egypt's Tahya Misr

European Commission

EDUCATIONAL INSTITUTIONS

Duke-National University of Singapore

New York University Abu Dhabi

INDUSTRY PARTNERS

Atomo Diagnostics

Biocon

Fujifilm Kyowa Kirin Biologics

Gilead

Kindeva

Lupin Phrma Ltd

Mapi Pharma Ltd

Natco

Otsuka

Synthon

Theravance Biopharma Revance

GRI Context Index

GRI 102: General Disclosures 2016*				
Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Organizational Profile				
102-1	Name of the organization	Viatris Inc.		
102-2	Activities, brands, products, and services	p. 9-11, 49-60, 78 2021 Form 10-K		
102-3	Location of headquarters	2021 Form 10-K		
102-4	Location of operations	p. 4, 79 2021 Form 10-K	8	
102-5	Ownership and legal form	p. 77 2021 Form 10-K		
102-6	Markets served	p. 4 2021 Form 10-K	3	
102-7	Scale of the organization.	p. 4 2021 Form 10-K		
102-8	Information on employees and other workers	p. 62 A significant portion of Viatris' activities are performed by workers who are employees.		
102-9	Supply chain	p. 52, 56-60 2021 Form 10-K		
102-10	Significant changes to the organization and its supply chain	2021 Form 10-K		
102-11	Precautionary Principle or approach	p. 33-40, 67		
102-12	External initiatives	p. 4,7, 70, 80-81		
102-13	Membership of associations	p. 80-81		

*Viatris' 2021 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatris applied the 2018 version of the GRI standards 303 and 403.

GRI 102: General Disclosures 2016*				
Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Strategy				
102-14	Statement from senior decision-maker	p. 6		
102-15	Key impacts, risks and opportunities	p. 7-11, 71-72		
Ethics and Integrity				
102-16	Values, principles, standards, and norms of behavior	p. 2 Viatris' Mission | Viatris' Code of Business Ethics and Conduct	16	2, 5, 10
102-17	Mechanisms for advice and concerns about ethics	p. 75 Viatris' Code of Business Ethics and Conduct		
Governance				
102-18	Governance structure	2021 Form 10-K		
102-20	Executive-level responsibility for economic, environmental and social topics	p. 50, 61, 65, 71-74		
102-21	Consulting stakeholders on economic, environmental and social topics	p. 48-50 , 53-54, 60		
102-22	Composition of the highest governance body and its committees	2021 Form 10-K | Viatris' Leaders | Viatris' Corporate Governance		
Stakeholder Engagement				
102-40	List of stakeholder groups	Community Customers Employees Partners Patients Shareholders		
102-41	Collective bargaining agreements	p. 61		3
102-42	Identifying and selecting stakeholders	p. 48		
102-43	Approach to stakeholder engagement	p. 17-20, 48		
102-44	Key topics and concerns raised	p. 48		

*Viatris' 2021 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatris applied the 2018 version of the GRI standards 303 and 403.

GRI 102: General Disclosures 2016*				
Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Reporting Practices				
102-45	Entities included in the consolidated financial statements	2021 Form 10-K		
102-46	Defining report content and topic Boundaries	In early 2021, we completed a formal priority issue assessment to confirm our ESG priorities based on the topics of highest importance to the company and key stakeholders. We identify where impacts occur for each priority topic in the Topic Boundary section (GRI 103) of the GRI Index.		
102-47	List of material topics	p. 48		
102-48	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.		
102-49	Changes in reporting	The information covered in this report does not significantly differ from previous report coverage.		
102-50	Reporting period	Jan. 1, 2021 - Dec. 31, 2021		
102-51	Date of most recent report	May 5, 2021		
102-52	Reporting cycle	Annual		
102-53	Contact point for questions regarding the report	Should you have questions or feedback, please contact us at CSR@Viatris.com.		
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.		
102-55	GRI content index	p. 82-88		
102-56	External assurance	Viatris' 2021 Sustainability Report has not been assured by a third party. Our reporting to the 2021 CDP Climate Change and Water Security Programs was verified by an external party.		

*Viatris' 2021 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatris applied the 2018 version of the GRI standards 303 and 403.

GRI 103: Topics and Topic Boundaries 2016*		
Material Topic	Management Approach Cross-Reference	Relevant External Entities
Economic		
GRI 203: Indirect Economic Impacts 2016	p. 12-25, 42-47, 76	Communities, Customers, Patients
Environmental		
GRI 305: Emissions 2016	p. 35-36, 67-68	Communities, Customers, Governments, Shareholders
GRI 308: Supplier Environmental Assessment	p. 35-36, 57-59	Customers, Shareholders, Partners
Social		
GRI 402: Labor/Management Relations 2016	p. 61	Communities, Governments, Shareholders
GRI 403: Occupational Health and Safety 2018	p. 31-33, 65-66	N/A
GRI 404: Training and Education 2016	p. 31	N/A
GRI 405: Diversity and Equal Opportunity 2016	p. 29	Communities, Customers, Patients, Shareholders
GRI 414: Supplier Social Assessment 2016	p. 57-60	Customers, Patients, Shareholders
GRI 416: Customer Health and Safety 2016	p. 18-25, 50-54,56-57, 60	Communities, Customers, Governments, Patients, Shareholders

*Viatris' 2021 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatris applied the 2018 version of the GRI standards 303 and 403.

GRI 200-400 Topic-Specific Disclosures 2016*					
Topic	Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Economic					
GRI 201: Economic Performance 2016**	201-1	Direct economic value generated and distributed	2021 Form 10-K		
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	p. 41-46		1
	203-2	Indirect economic impacts	p. 49-60	3	
GRI 205: Anti-corruption 2016**	205-2	Communication and training about anti-corruption policies and procedures	p. 73-77	16	10
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2021 Form 10-K, p 139-147 for a description of certain legal actions, including those with antitrust allegations.	16	10
Environmental					
GRI 302: Energy 2016**	302-4	Reduction of energy consumption	p. 34-37, 68	12, 13	8, 9
GRI 303: Water and Effluents 2018**	303-1	Interactions with water as a shared resource	p. 38-39, 69-70	6, 12	8
	303-2	Management of water discharge-related impacts	p. 38-39, 69-70	6, 12	8
	303-3	Water withdrawal	p. 69-70	6, 12	8
	303-4	Water discharge	p. 69-70	6, 12	8
GRI 305: Emissions 2016**	305-1	Scope 1 GHG emissions	p. 67-68	12, 13	7, 8
	305-2	Scope 2 GHG emissions	p. 67-68	12, 13	7, 8
	305-5	Reduction of GHG emissions	p. 67-68	12	7, 8, 9
GRI 306: Effluents and Waste 2016**	306-2	Waste by type and disposal method	p. 70	12	8
	306-3	Significant spills	p. 69-70	12	
GRI 307: Environmental Compliance 2016**	307-1	Non-compliance with environmental laws and regulations	No significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in 2021.	12	

*Viatris' 2021 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatris applied the 2018 version of the GRI standards 303 and 403.
**Additional disclosures not related to material GRI topics.

Topic	Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
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.	12	7, 8, 9
Social					
GRI 401: Employment 2016**	401-1	New employee hires and employee turnover	p. 64	8	6
	401-2	Full-time benefits not provided to temporary/part-time employees	Viatris' Careers		
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 403: Occupational Health and Safety 2018**	403-1	Occupational health and safety management system	p. 32-33, 65-66 Global Public Health and Safety Policy	3, 8	
	403-2	Hazard identification, risk assessment and incident investigation	p. 65-67 Global Public Health and Safety Policy		
	403-3	Occupational health services	p. 31-33, 65		
	403-4	Worker participation, consultation, and communication on occupational health and safetys	p. 31-33, 61		
	403-5	Worker training on occupational health and safety	p. 31-33		

Topic	Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
GRI 403: Occupational Health and Safety 2018**	403-6	Promotion of worker health	p. 31-33 Viatris' Code of Business Conduct and Ethics	3, 8	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 56-60, 73-77 Global Public Health and Safety Policy		
	403-9	Work-related injuries	p. 66	8	
GRI 404: Training and Education 2016**	404-1	Average hours of training per year per employee	p. 31, 51		
	404-2	Programs for upgrading employee skills and transition assistance programs	p. 31, 51 Viatris' Careers	8	
	404-3	Percentage of employees receiving regular performance and career development reviews	p. 31, 51		6
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	p. 63	5	6
GRI 412: Human Rights Assessment 2016**	412-2	Employee training on HR policies or procedures	p. 77		1, 2, 3, 4, 5
GRI 413: Local Communities 2016**	413-1	Operations with local community engagement, impact assessments, and development programs	p. 41-46		1
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.	8	1, 2, 3, 4, 5, 6, 10
GRI 415: Public Policy 2016	415-1	Political contributions	p. 76	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.	3, 12	
GRI 417: Marketing and Labeling 2016**	417-1	Requirements for product and service information and labeling	p. 75-76	3, 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	p. 54-56
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)	Relevant information is provided on p 13 and 62 of our 2021 Form 10-K.
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	p. 17-25, 49
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	p. 49, 78
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 there were 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	Relevant information is provided on p. 17-25, 71.
HC-BP-240b.3	Percentage change in: (1) list price (2) net price of product with largest increase compared to previous year	Relevant information is provided on p. 17-25, 71.

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
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	Relevant information is provided on p. 53-54.
HC-BP-250a.3	Number of recalls issued, total units recalled	We currently do not report this indicator, but relevant information is provided on p. 54.
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 p. 70.
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 page 53 of the 2021 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	p. 56-57
HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Relevant information is provided on p. 56-57 and p. 30 of our 2021 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	Relevant information is provided on p. 56-57 and p. 30 of our 2021 Form 10-K.
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 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.

SASB Code	Metric Details	Cross-Reference or Answer
EMPLOYEE RECRUITMENT, DEVELOPMENT AND RETENTION		
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	p. 25-31
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	p. 64
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	p. 52, 57-60
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	p. 74-76
ACTIVITY METRICS		
HC-BP-000.A	Number of patients treated	p. 4, 17-25
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	p. 4, 49

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. 65 CDP Response (C.1.1b, C1.2, C1.3.1)
Strategy	p. 34-37, 67 CDP Response (C2.1a, C2.3, C2.4,C3.1, C3.2, C3.2a, C3.3)
Risk Management	p. 34, 65-67 CDP Response (C2.1, C2.2, C2.2a)
Metrics and Targets	p. 35-36, 67-68 CDP 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 initial sustainability goals; statements about the pending transaction between Viatris and Biocon Biologics Limited ("Biocon Biologics") pursuant to which Viatris will contribute its biosimilar products and programs to Biocon Biologics in exchange for cash consideration and a convertible preferred equity interest in Biocon Biologics (the "Biocon Biologics Transaction"); statements about the transaction pursuant to which Mylan N.V. ("Mylan") combined with Pfizer Inc.'s Upjohn business (the "Upjohn Business") in a Reverse Morris Trust transaction (the "Combination") and Upjohn Inc. became the parent entity of the combined Upjohn Business and Mylan business and was renamed "Viatris Inc.", the benefits and synergies of the Combination 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, 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", "plan", "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 Biocon Biologics Transaction may not achieve its intended benefits;
- the integration of Mylan and the Upjohn Business or the implementation of the Company's global restructuring program being more difficult, time consuming or costly than expected;
- the possibility that the Company may be unable to achieve expected benefits, synergies and operating efficiencies in connection with the Combination or its global restructuring program within the expected timeframe or at all;
- the possibility that the Company may be unable to successfully integrate Mylan and the Upjohn Business or implement its global restructuring program;
- operational or financial difficulties or losses associated with the Company's reliance on agreements with Pfizer in connection with the Combination, including with respect to transition services;
- the possibility that the Company may be unable to achieve all intended benefits of its strategic initiatives;
- the potential impact of public health outbreaks, epidemics and pandemics, including the ongoing challenges and uncertainties posed by the COVID-19 pandemic;
- the Company's failure to achieve expected or targeted future financial and operating performance and results;
- 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 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 the Combination;
- 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 of Viatris' Annual Report on form 10-K for the year ended December 31, 2021, 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 9, 2022, other than as required by law.

VIATRIS™ | 2021 Sustainability Report