

Viatrix Investor Day

March 1, 2021



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Welcome & Opening Remarks



Melissa Trombetta, Head of Global Investor Relations

Forward Looking Statements

This presentation 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 with respect to 2021 financial guidance and key metrics utilized for 2021 guidance, diversity of and investment in and launches of portfolio and pipeline, strength and sustainability of cash flow, power of operating platform and commercial capabilities, enhancing efficiencies, executing on global restructuring program, achievement of synergies, synergies and restructuring roadmap, 2021 being a tough year in terms of revenue, adjusted EBITDA and free cash flow, COVID impacts, expectations for Global Healthcare Gateway® including that it will fuel our future growth, serving patients through multiple channels, business model resiliency, maintaining a strong balance sheet, segment reporting, profitability and performance, enhanced commercial footprint, maximizing base business, optimizing spend, efficient selling and marketing, lifecycle management, moving up value chain, future development in biosimilars, manufacturing and supply network strategy, supply continuity, delivering on customer needs, future growth and potential future opportunities, key factors impacting 2021 performance in reportable segments, quality performance and compliance, R&D platform and strategy, biosimilar strategy, continuous improvement of commercial products, centers of excellence, leveraging and managing strategic partnerships and collaborations, execution on organic opportunities, CSR program and expansion thereof, tailwinds and headwinds, exiting TSAs and MSAs with Pfizer, transparency and granularity, initiating a dividend and expected dividend amounts, rapid deleveraging and debt repayments, long-term leverage ratio target and ranges, growth of free cash flows, capital allocation, maximizing shareholder value, cash costs to achieve synergies and other one-time cash costs, potential for share repurchases based upon achievement of leverage target, strategic or material business development, and other 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. ("Upjohn") became the parent entity of the combined Upjohn Business and Mylan business and was renamed Viatriis Inc. ("Viatriis" or the "Company") effective as of the closing date, 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, debt ratio, anticipated business levels, future earnings, planned activities, anticipated growth, market opportunities, strategies, competitions, 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 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 or 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; 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 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 accounting principles generally accepted in the United States of America ("U.S. GAAP") and related standards or on an adjusted basis. For more detailed information on the risks and uncertainties associated with Viatriis, see the risks described in the final information statement, dated August 6, 2020, which is attached as Exhibit 99.1 to Upjohn's Current Report on Form 8-K filed on August 6, 2020, and those described in Viatriis' Form 10-K for the year ended December 31, 2020 expected to be filed on March 1, 2020. You can access these filings and all Viatriis' filings with the SEC through the SEC website at www.sec.gov or through our website and Viatriis strongly encourages you to do so. Viatriis routinely posts information that may be important to investors on our website at investor.viatriis.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). The contents of our website are not incorporated into this presentation. Viatriis undertakes no obligation to update any statements herein for revisions or changes after the date of this presentation other than as required by law.



Key References and U.S. GAAP Measures

The measures described herein are calculated as indicated, are reflected as approximations and/or with rounding, and do not reflect final actual results or pro forma results in accordance with ASC 805 or Article 11 of Regulation S-X. Such measures also do not reflect the effect of any purchase accounting adjustments, including but not limited to the elimination of intercompany sales and the fair value of assets and liabilities.

Viatriis has not yet finalized or published its financial results for the year ended December 31, 2020. Estimated results are subject to change and actual results may differ materially from the preliminary estimates provided in this presentation. See also slide 3, "Forward Looking Statements". In addition, adjusted EBITDA is a non-GAAP measure, see slide 6.

"2020 Combined Preliminary Estimate": With respect to revenue, refers to the sum of Viatriis' preliminary estimates for 2020 Viatriis revenue plus Upjohn Business revenue for the period from January 1, 2020 through November 15, 2020 (i.e., the 2020 period prior to the closing of the Combination). With respect to adjusted EBITDA, refers to the sum of Viatriis' preliminary estimates for (1) Viatriis GAAP net earnings (loss) adjusted for depreciation and amortization, restructuring, acquisition related and other special items and interest, tax, litigation, stock-based compensation and other expenses and (2) the Upjohn Business adjusted EBITDA for the period from January 1, 2020 through November 15, 2020 (i.e., the 2020 period prior to the closing of the Combination).

"2020 Combined Preliminary Adjusted Estimate": Refers to the 2020 Viatriis + Pre-Combination Upjohn Combined Preliminary Estimate adjusted for certain items including required product divestitures in connection with the Combination, sales to Pfizer for pharmaceutical products provided under its U.S. healthcare plan and the unwinding of the Mylan/Pfizer Japan collaboration.

Key References and U.S. GAAP Measures (continued)

As a result of the Combination and the integration of our portfolio across our regions, the Company expects to change its reportable segments from the historical Mylan segment presentation. (Mylan was the accounting acquiror in the Combination with the Upjohn Business and therefore the historical financial statements of Mylan for periods prior to the Combination are considered to be the historical financial statements of Viatriis.) Viatriis expects to provide financial information for reportable segments on a geographic basis, which is expected to include Developed Markets, Greater China, JANZ and Emerging Markets. Any segment-related information included in this presentation is based upon the company's preliminary expected determination, which will be finalized upon the filing of the company's Form 10-K for the year ended 12/31/2020.

"**2021E**" refers to current Viatriis 2021 budget.

Certain U.S. GAAP Measures:

- 2020 Preliminary Estimated U.S. GAAP (loss) for Viatriis of \$(650) million*;
- 2021 U.S. GAAP Guidance
 - Net Loss - \$(100): \$(300) million
 - Net Cash provided by Operating Activities: \$2,650 - \$2,800 million
- 2021 U.S. GAAP Key Metrics Utilized for 2021 Guidance
 - Gross margin as a % of revenue: 31.0 - 33.0%
 - SG&A expenses as a % of revenue: 24.0 - 26.0%
 - R&D expenses as a % of revenue: 3.8 - 4.0%
 - Effective tax rate: 12.0 - 16.0%

*Includes the impact of purchase accounting and significant transaction related costs related to closing the Combination in the 4th quarter 2020 and includes other preliminary estimated amounts, e.g., tax, that may differ materially from actual results.



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Non-GAAP Financial Measures

See slide 5 for certain U.S. GAAP measures.

This presentation includes certain financial information that differs from what is reported under U.S. GAAP. These non-GAAP financial measures, including, but not limited to, adjusted EBITDA, leverage target, free cash flow, adjusted gross margin %, adjusted R&D % of total revenue, adjusted SG&A % of total revenue and adjusted effective tax rate are presented in order to supplement investors' and other readers' understanding and assessment of the financial performance of Viatris. References to free cash flow are U.S. GAAP net cash provided by operating activities less capital expenditures. The stated forward-looking non-GAAP financial measure of Viatris $\leq 2.5x$ sustained leverage target, with a range of 2.2x to 2.8x, is based on the ratio of (i) targeted long-term average debt and (ii) targeted long-term Credit Agreement Adjusted EBITDA. However, the Company has not quantified future amounts to develop this target but has stated its goal to manage long-term average debt and adjusted earnings and adjusted EBITDA over time in order to generally maintain or reach the target. This target does not reflect Company guidance. For the quarter ended September 30, 2020, Mylan's Credit Agreement Adjusted EBITDA was based on the sum of (i) Mylan's adjusted EBITDA for the quarters ended December 31, 2019, March 31, 2020, June 30, 2020 and September 30, 2020 and (ii) certain adjustments permitted to be included in Credit Agreement Adjusted EBITDA as of September 30, 2020 pursuant to the revolving credit facility dated as of July 27, 2018 (as amended, supplemented or otherwise modified from time to time), among Mylan Inc., as borrower, the Company, as guarantor, certain affiliates and subsidiaries of the Company from time to time party thereto as guarantors, each lender from time to time party thereto and Bank of America, N.A., as administrative agent (the "Credit Agreement"). Viatris is party to a credit agreement, dated June 16, 2020, by and among Viatris, certain lenders and issuing banks from time-to-time party thereto and Bank of America, N.A., as administrative agent, that going forward will permit similar adjustments as the Credit Agreement to be included in Credit Agreement Adjusted EBITDA for Viatris. For the quarter ended September 30, 2020, Mylan calculated adjusted EBITDA as U.S. GAAP net earnings (loss) adjusted for clean energy investments pre-tax loss, income tax (benefit) provision, interest expense and depreciation and amortization (to get to EBITDA) and further adjusted for share-based compensation expense, litigation settlements and other contingencies, net and restructuring, acquisition related and other special items to get to adjusted EBITDA. Mylan was the accounting acquiror in the Combination and therefore the historical financial statements of Mylan for periods prior to the Combination are considered to be the historical financial statements of Viatris. However, future non-GAAP financial measures used by Viatris may not be directly comparable to the historical Mylan non-GAAP financial measures set forth above. Investors and other readers are encouraged to review the related U.S. GAAP financial measures and the reconciliations of the non-GAAP financial measures, if applicable, to their most directly comparable U.S. GAAP financial measures set forth in this presentation and the Appendix, and investors and other readers should consider non-GAAP measures only as supplements to, not as substitutes for or as superior measures to, the measures of financial performance prepared in accordance with U.S. GAAP. See <https://investor.viatris.com/financial-information/non-gaap-reconciliations> for more information about non-GAAP financial measures.

Building a New Kind of Healthcare Company



Michael Goettler, CEO



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Agenda

8:30 am	Welcome & Opening Remarks Melissa Trombetta Head of Global Investor Relations	10:15 am	10 Minute Break
	Building a New Kind of Healthcare Company Michael Goettler CEO		Leveraging Our High-Quality Operational Platform Sanjeev Sethi COO
	Focused Business Execution and Preparing for Future Growth Rajiv Malik President		Utilizing Key Technical Capabilities to Grow Our R&D Pipeline Walt Owens Head of Global Research & Development
	Developed Markets Overview Tony Mauro President, Developed Markets		Focused Business Execution and Preparing for Future Growth Key Takeaways Rajiv Malik President
	JANZ Overview Drew Cuneo President, JANZ		Fundamental to Our Mission: Our Commitment to Sustainability Lara Ramsburg Head of Corporate Affairs
	Emerging Markets Overview Menassie Taddese President, Emerging Markets		Delivering on Our Financial Commitments Sanjeev Narula CFO
	Greater China Overview Sean Ni President, Greater China		11:30 am

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

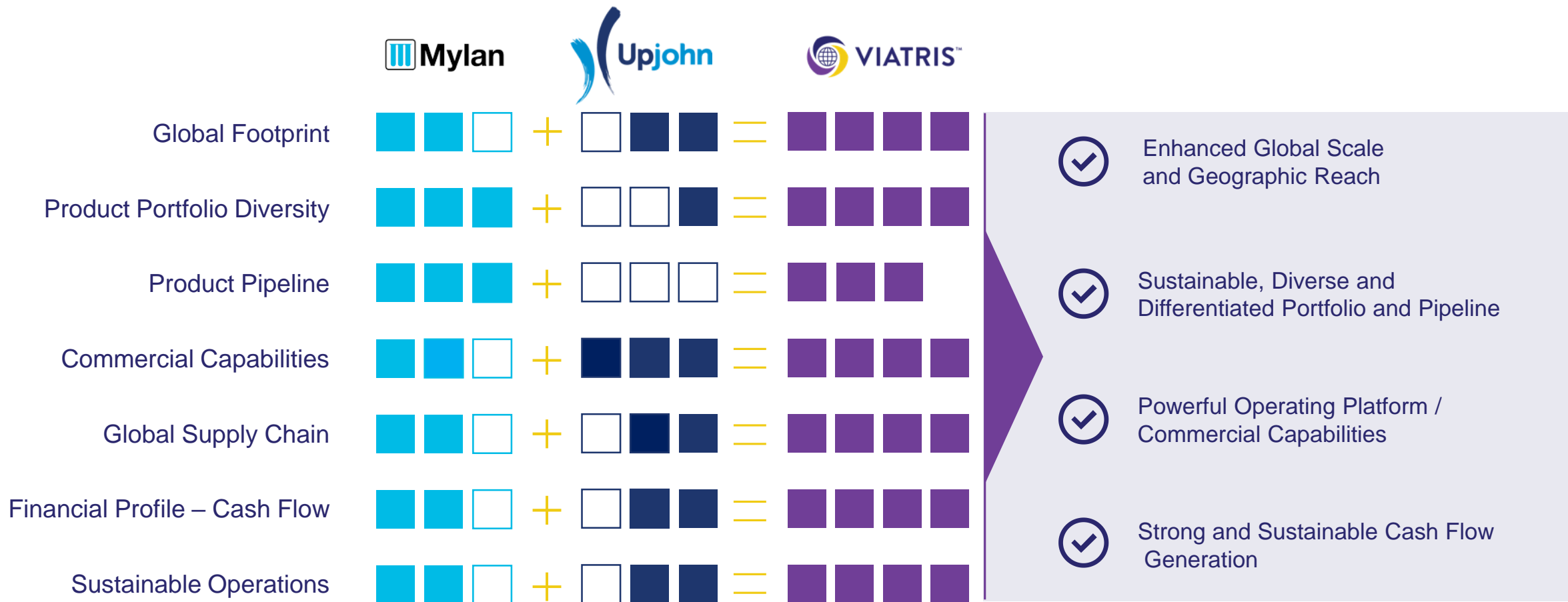
Advancing sustainable operations and innovative solutions to improve patient health

Partnership

Leveraging our collective expertise to connect people to products and services

Building on the Foundation of Our Legacy Entities

Making Viatris an Even Stronger Platform



CEO Observations – 90 Days In

Proven Strengths

<p>Passion</p>	<p>Our mission motivates a strong work ethic</p>
<p>Talent</p>	<p>Entrepreneurial, experienced, deep industry knowledge, transparent and authentic – at all levels</p>
<p>Robust Foundation</p>	<p>Global Scale & Diversity Unique global platform Global Healthcare Gateway®</p>
<p>Financial Strength</p>	<p>Ability to generate strong and robust cash flows</p>

Opportunities that Play to Our Strengths

<p>Enhancing the Right Internal Conditions</p>	<p>Common definition of success with Transparency & Granularity of data and Alignment of incentives</p>
<p>Maximizing our Commercial Impact</p>	<p>Leveraging our enhanced commercial footprint to achieve enhanced value of our current portfolio while also maximizing our new launch opportunities</p>
<p>Investment in Portfolio and Pipeline</p>	<p>Enhancing investments through internal R&D, while leveraging our Global Healthcare Gateway®</p>
<p>Enhance Efficiencies</p>	<p>Overlapping commercial infrastructure Optimizing functions and shared services Optimizing COGS and procurement Leveraging centers of excellence</p>

Clear Execution Roadmap on our Horizon Strategy

Optimize Total Shareholder Return (TSR)

Horizon 1: Present - 2023

De-lever & Rebalance

Expected Performance

- **2021 Trough Year**
- **Realize \$1B+ Cost Synergies** within 3 years
- **Strong and Growing Free Cash Flow**

Capital Deployment

- **Dividend:** Expect to initiate dividend in Q2 2021 and anticipate growing the dividend amount annually
- **Debt Paydown:** Debt repayment of ~\$6.5B through year end 2023

Horizon 2: 2024+

Durable Growth

Expected Performance

- Modest and **durable revenue growth** and **operating leverage**
- **Financial flexibility** enabled by enhanced free cash flow generation

Capital Deployment

- **Expect to grow dividend** amount
- **Further reducing leverage:** Towards long-term leverage target of $\leq 2.5x$
- **New Pipeline Investment:** Enhancing and increasing investment in internal R&D and the Global Healthcare Gateway[®]
- **M&A:** Opportunistic business development
- **Potential share repurchases** after target long-term leverage ratio of $\leq 2.5x$ is achieved

Execution

Transparency

Accountability

Our Operating Model | The Power of Viatris



Deep Market Expertise to Customize Our Offering to the Unique Needs of Each Market

Developed Markets

- High generic utilization
- Mature economies leading innovation
- Both public and private healthcare systems
- Both substitution and tender markets
- Complex Regulatory Environment

JANZ (Japan, Australia, New Zealand)

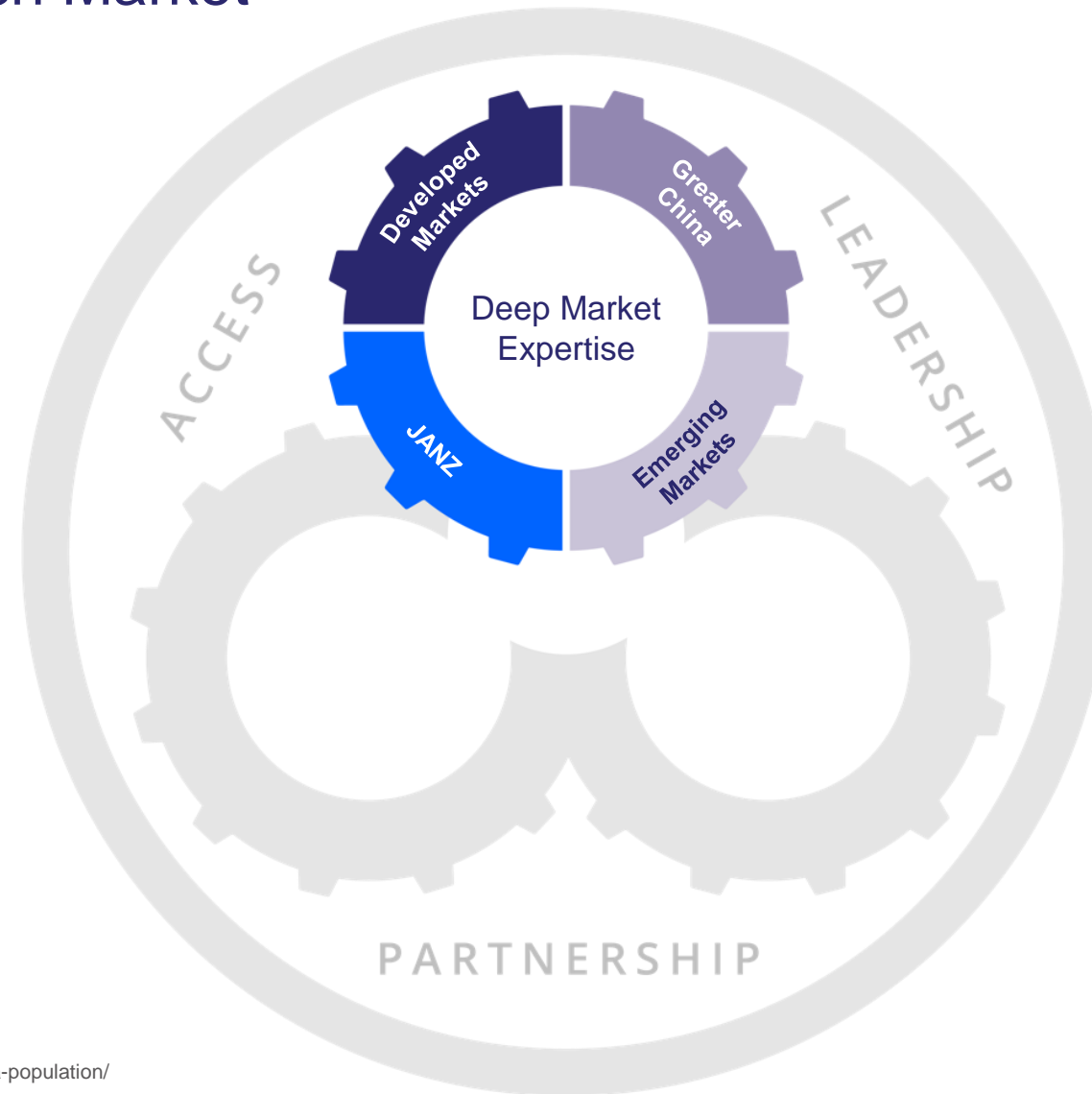
- Mature & stable healthcare systems
- Government sponsored healthcare
- Encouraged generic utilization
- Promotionally sensitive prescribers
- Retail driven

Greater China

- Population ~1.5B people with ~400M middle class¹
- High unmet need
- Public & private pay healthcare system
- Emerging trend towards retail and self-pay
- Government tender/price controls in hospital channel
- Many local generic players

Emerging Markets

- Encouraging demographics and trends
- Highly fragmented markets
- Promotionally sensitive
- National healthcare systems increasingly focused on quality and affordability
- Opportunity for branded products



¹<https://www.worldometers.info/world-population/china-population/>

Unparalleled Global Reach

Our Strong, Global Commercial Infrastructure Enables Us to Serve Patients through Multiple Channels

Reporting Segments¹

Developed Markets



\$10.5B
~60% of Total

Emerging Markets



\$3.3B
~19% of Total

Japan, Australia & New Zealand (JANZ)



\$1.9B
~11% of Total

Greater China



\$1.8B
~10% of Total

Global Commercial Platform²

165+
Countries & Territories

60,000+
Customers

11,000
Field Force

~1,200
Marketing Professionals

1,400+
Approved Molecules

~30,000
SKUs

¹Segments are preliminary, see slide 5. Segment Revenue based upon indicated estimated percentage of Viatris 2021 Revenue guidance, at midpoint - see slide 151.

²Data as of December 2020 and does not include impact of previously announced global restructuring initiative

Purpose-fit Capabilities to Meet Each Market's Demands

Product Portfolio

- Broad: 1,400 molecules / 30,000 SKUs
- TA agnostic
- Brands + Generics + Complex Gx & Biosimilars

Infrastructure & Expertise

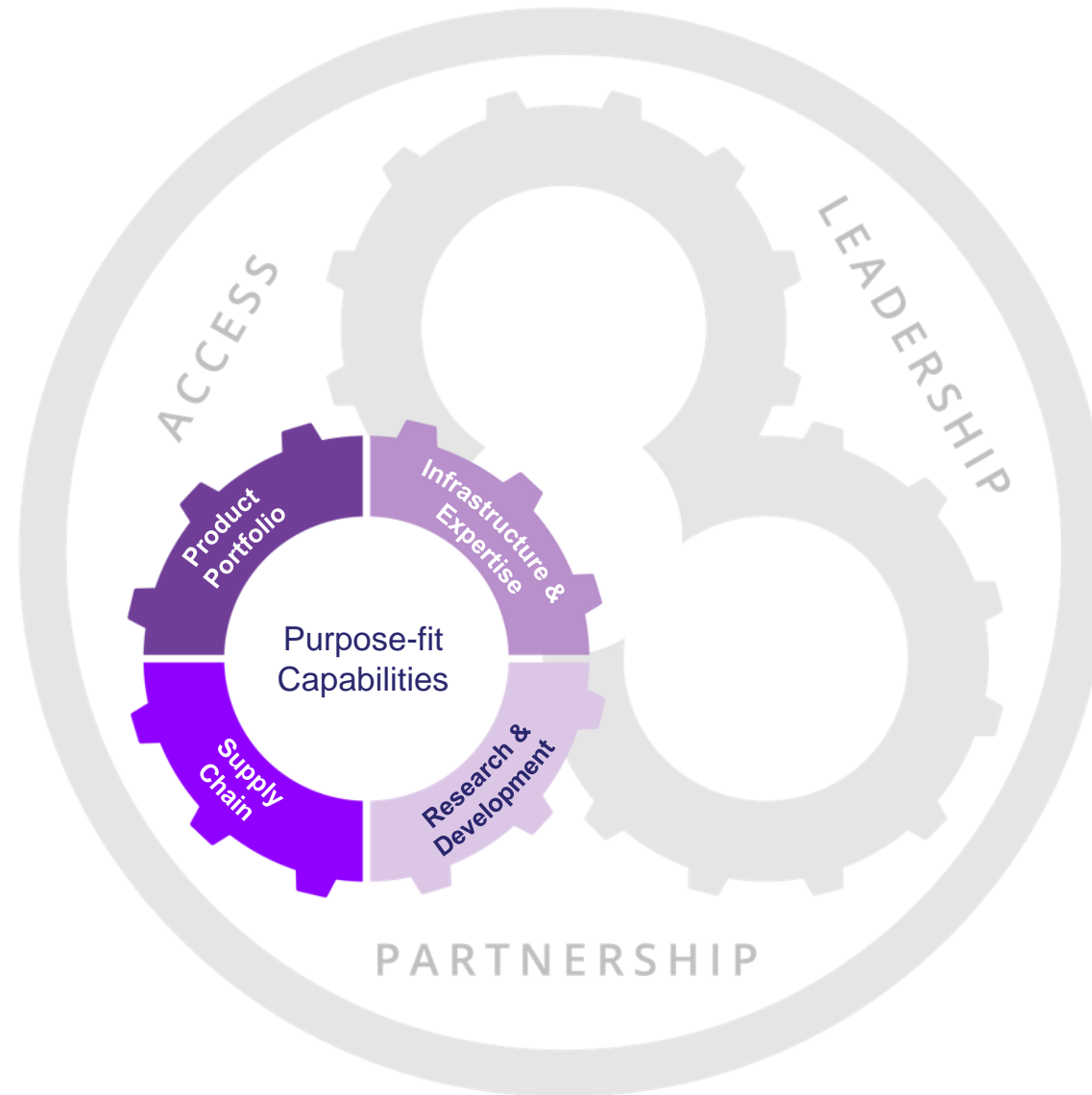
- Legal
- Regulatory
- Medical
- Centers of Excellence

Research & Development

- High Volume
- High probability of technical & regulatory success (PTRS)
- High Speed
- Broad technical capabilities

Supply Chain

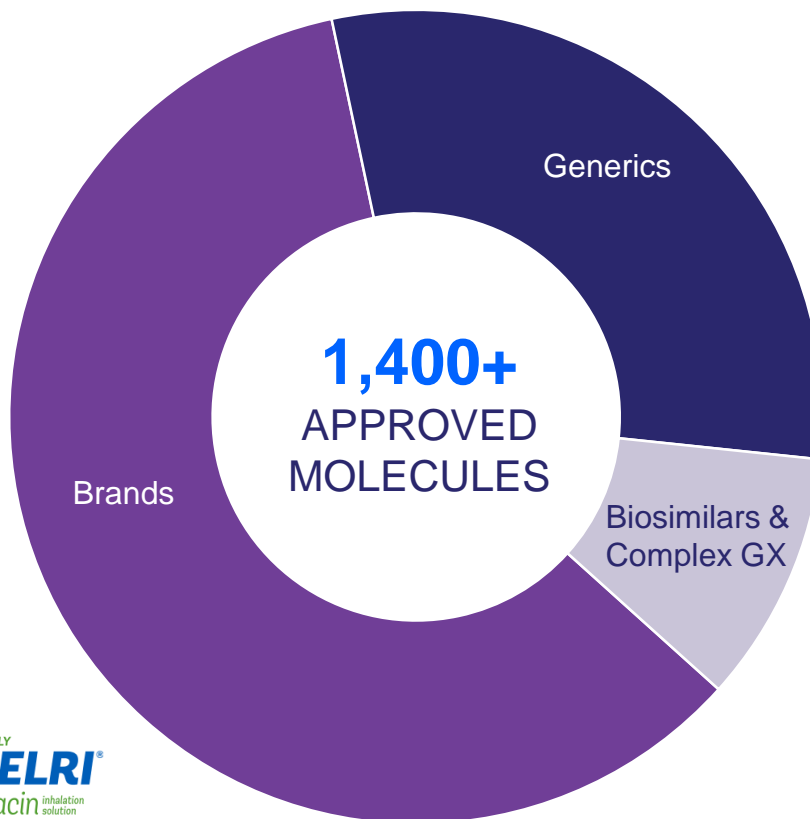
- Local proximity
- Flexible
- High Quality
- Cost efficient / Vertically integrated



Highly Diverse and Differentiated Portfolio

Brands

Portfolio of globally recognized iconic brands



Generics

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

10 Therapeutic Areas:

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

Biosimilars & Complex GX

Global franchise with 7 biosimilar molecules already on the market



Delivered Through a Unique Global Platform

Flexibility to Meet Customer Needs Driven by Ability to Supply Markets of Varying Sizes

Truly Global Supply Network

With Local Proximity



Broad Technical Resources

R&D, Quality, Medical, Pharmacovigilance, & Regulatory across the globe

~50
Manufacturing Sites

~80B
Annual Dose Capacity

~650
Medical & Product Safety Professionals

~55+
Markets with in-country Regulatory

30,000+
Marketing Authorizations

~3,000
R&D and Regulatory Experts

Data as of December 2020 and does not include all impact of previously announced global restructuring initiative.

Driven by Our Discipline, Culture and Sustainability

Right Culture

- Engaging
- Performance-driven
- Highly Inclusive

Discipline

- Financial
- Capital deployment
- Execution at the granular level
- Governance
- Quality & Compliance

Sustainability

- Business model resiliency
- CSR leadership



Our Operating Model | The Power of Viatris



The Global Healthcare Gateway® | The Heart of Viatriis



The Global Healthcare Gateway® | Fueling Our Future Growth

By Connecting Patients to More Products and Services

For assets in need of our scale and expertise to accelerate possibilities

Partnership

- Collaborations
- Distribution & Co-Promotion
- Development / Licensing
- Joint Ventures

Organic R&D

ACCESS

Deep Market Expertise

LEADERSHIP



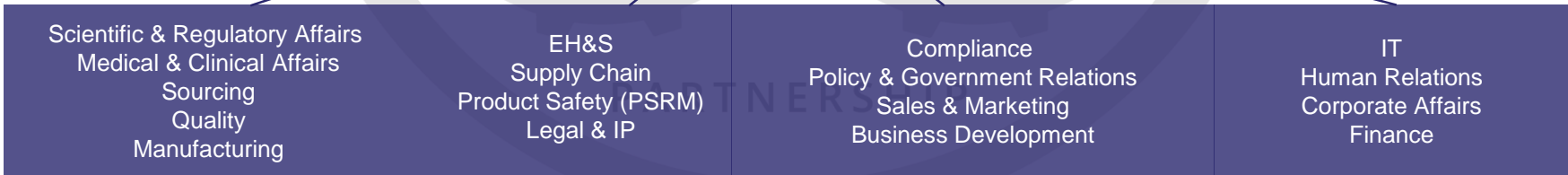
Purpose-fit Capabilities

High-performance Drivers

Creating better value for all stakeholders while addressing unmet needs across our global footprint

165+ Countries & territories

POWERED BY VIATRIS





GLOBAL HEALTHCARE GATEWAY™

POWERED BY VIATRIS

As the world's healthcare needs evolve, our unique GLOBAL HEALTHCARE GATEWAY® offers partners ready access to more markets and patients worldwide through the company's unmatched global infrastructure and expertise, making Viatris a true PARTNER OF CHOICE™.

Opportunistic, but with Strict Capital Investment Discipline

Strategic Criteria



Financial Criteria

- ✓ Focus on complex and innovative/differentiated products

- ✓ Leverage our commercial and technical strengths e.g., early emphasis on China

- ✓ Complement our current therapeutic footprint and/or enhance technical capabilities



- ✓ Value creation; strong and stable returns on investment at least above our cost of capital

- ✓ Consistent with committed debt repayment priorities

- ✓ Robust performance measurement with shared risks, cost and commercial success

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Horizon 2: 2024+

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Execution

Transparency

Accountability

Viatriis – An Exciting Opportunity

Building on a strong, combined foundation, we're on a multi-year **journey to transform** our company within the healthcare industry

We're uniquely positioned to achieve our goals by leveraging our **unique operating model, strengths and capabilities**, as we are relentless in our **commitment to continuous improvement**

Our obsession to **create value in everything we do** will serve as our North Star.

With talented and committed colleagues, an engaged culture and a clear strategy, we are confident to deliver **enhanced shareholder value** as we execute



Focused Business Execution and Preparing for Future Growth



Rajiv Malik
President

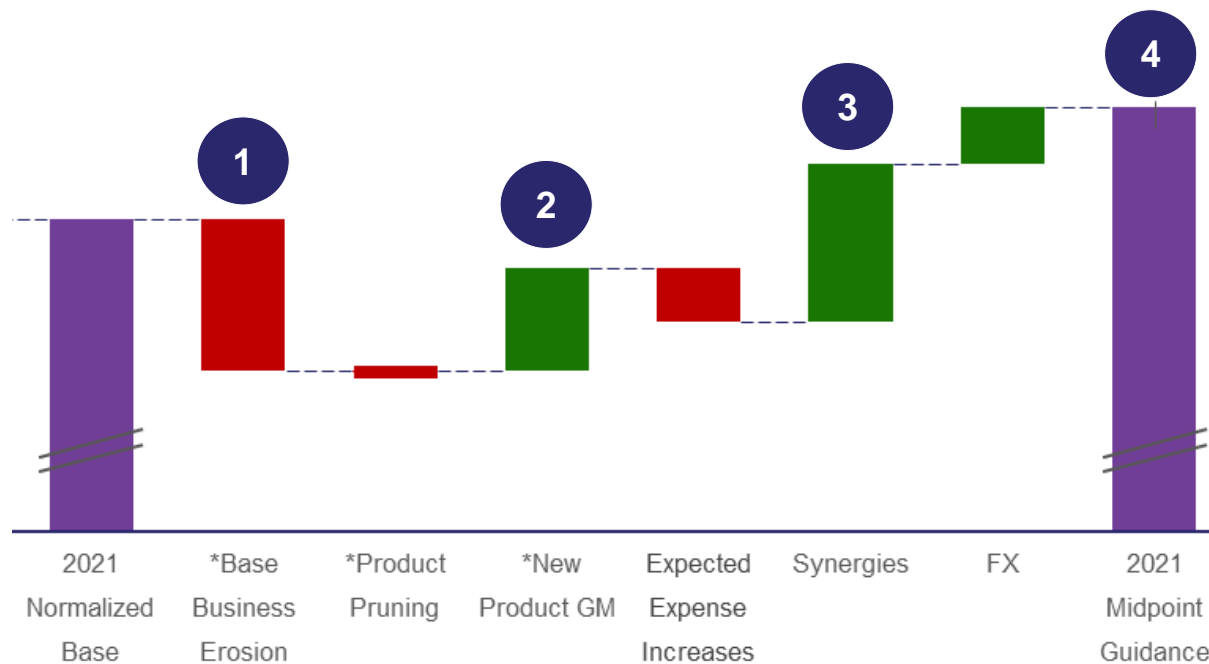
Focused Business Execution and Preparing for Future Growth

Key Priorities

- 1 Maximize the Base Business
- 2 Deliver the Pipeline
- 3 Integrate and Synergize
- 4 Prepare for Future Growth

Expected Results (2021 Guidance)

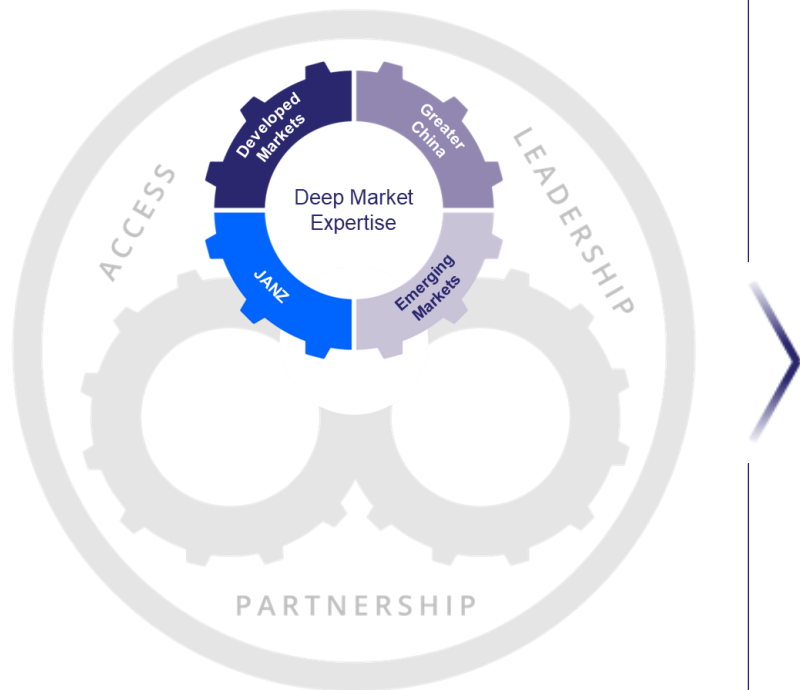
2021 Adjusted EBITDA Guidance Walk



Note: New products defined as any new product launches in 2021, carryover impact of first 12-months of 2020 launches, and any newly acquired BD (e.g., Aspen); Estimated results are preliminary and subject to change and actual results may differ materially from the preliminary estimates provided - see slides 4 – 5; for non-GAAP measures, see slide 6; *Represents the YoY Gross Margin Impact.

Maximize the Base Business

Our Diverse and Resilient Commercial Platform



Broad Global Footprint

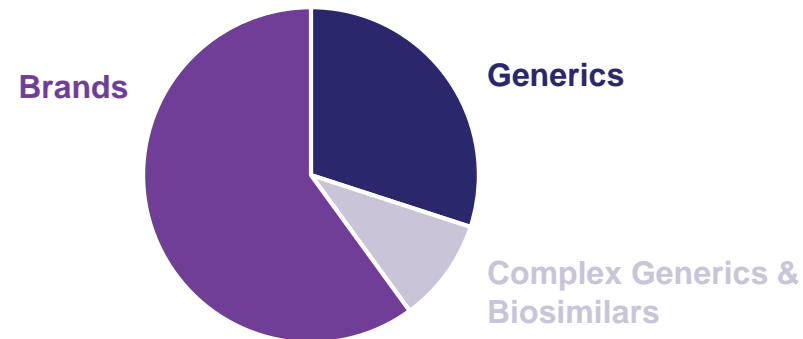


Segment	Countries Served	% of 2021E Revenue
Developed Markets	35	~33% EU 27% NA
Emerging Markets	125+	~19%
JANZ	3	~11%
Greater China	3	~10%

Broad Reach across All Channels

- ✓ Retail Pharmacy
- ✓ Specialty Pharmacy
- ✓ Hospital/Institutional
- ✓ E-Commerce

Diverse Portfolio¹



Note: Segments are preliminary, see slide 5. ¹ Based on 2021E Revenue.

A Selection of Our Expansive Brand Portfolio

Legend Legacy Upjohn Legacy Mylan

Cardiovascular	    	   
Neuro/Pain	    	 
Psychology	   	
Urology	   	
Respiratory	   	
Gastrointestinal	   	
Others	   	

The combined brand portfolio expands both our reach across and depth within key therapeutic areas

Product and therapeutic area list is not exhaustive



Understanding the Diverse Characteristics of Our Brands

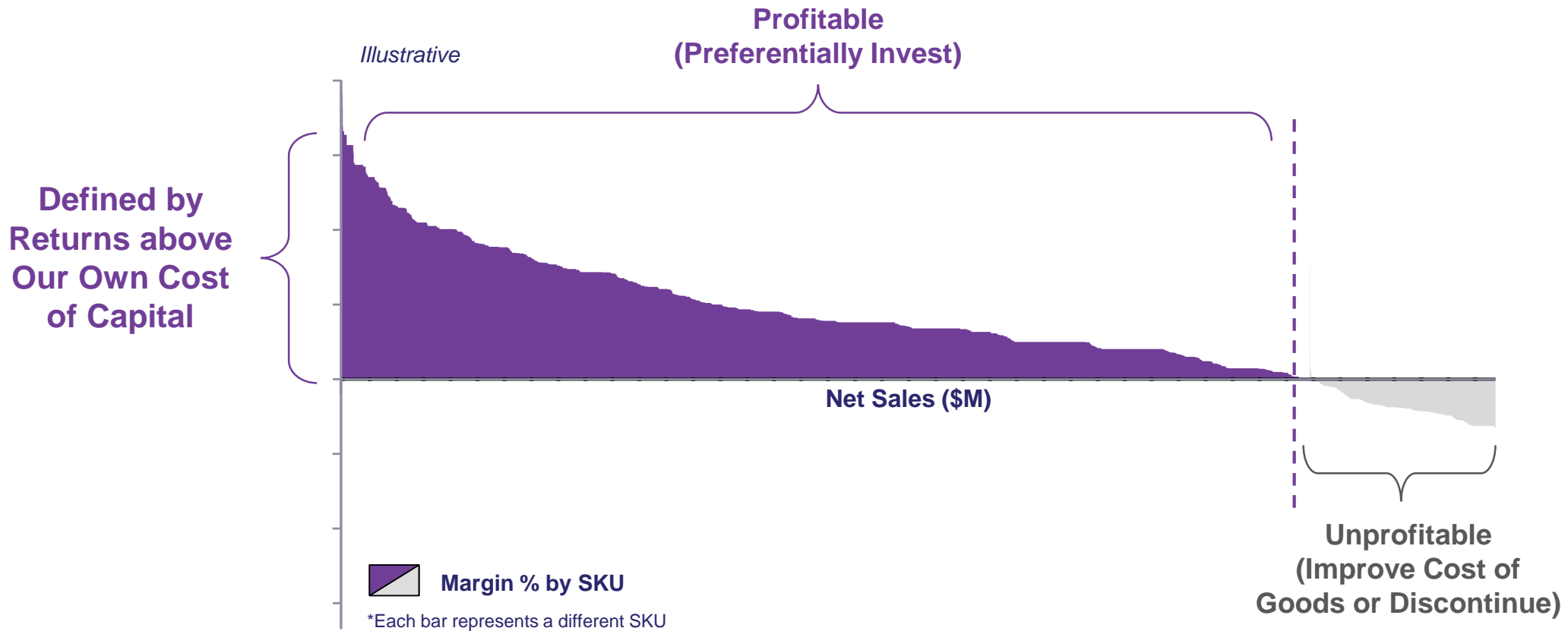
	BRANDS		
	EXCLUSIVE	ESTABLISHED	LOE
	<i>Key Characteristics</i>		
Intellectual Property	Patent protected with exclusivity	Select/no patent protection, but difficult to genericize and/or significant brand equity remains	No patent protection and may be heavily genericized
Growth Potential	Significant	Moderate	Potential erosion
Promotional Sensitivity	High	Moderate	Varies by market

Examples



Using Granular Analytics to Manage the Portfolio at SKU level

Granular analytics reveal the profitability of our portfolio giving us the ability to direct investments to the right products while taking into account customer and patient needs in various healthcare markets across the globe

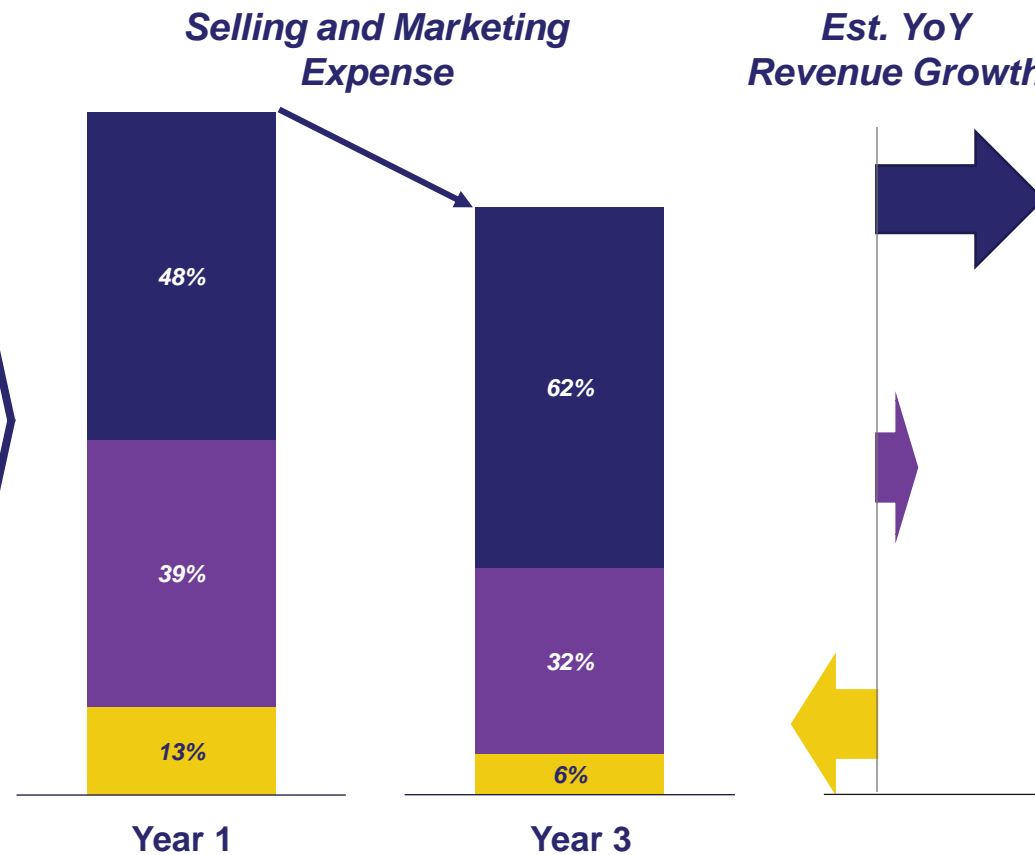


Using Granular Analytics to Drive Future Portfolio and Resource Decisions

Focused Investment Based on Actionable Characteristics...

"IMT" Type	Product Characteristics	Investment Focus
Investment "I"	Highly responsive High growth potential	Invest for growth
Maintenance "M"	Moderately responsive Stable revenue base	Maintain base
Tail "T"	Minimally responsive Declining revenue	Stem decline

...While Optimizing Spend



Illustrative

Deploying Enhanced Global Commercial Capabilities Across Products & Channels

1 Commercial Toolkit & Strategies

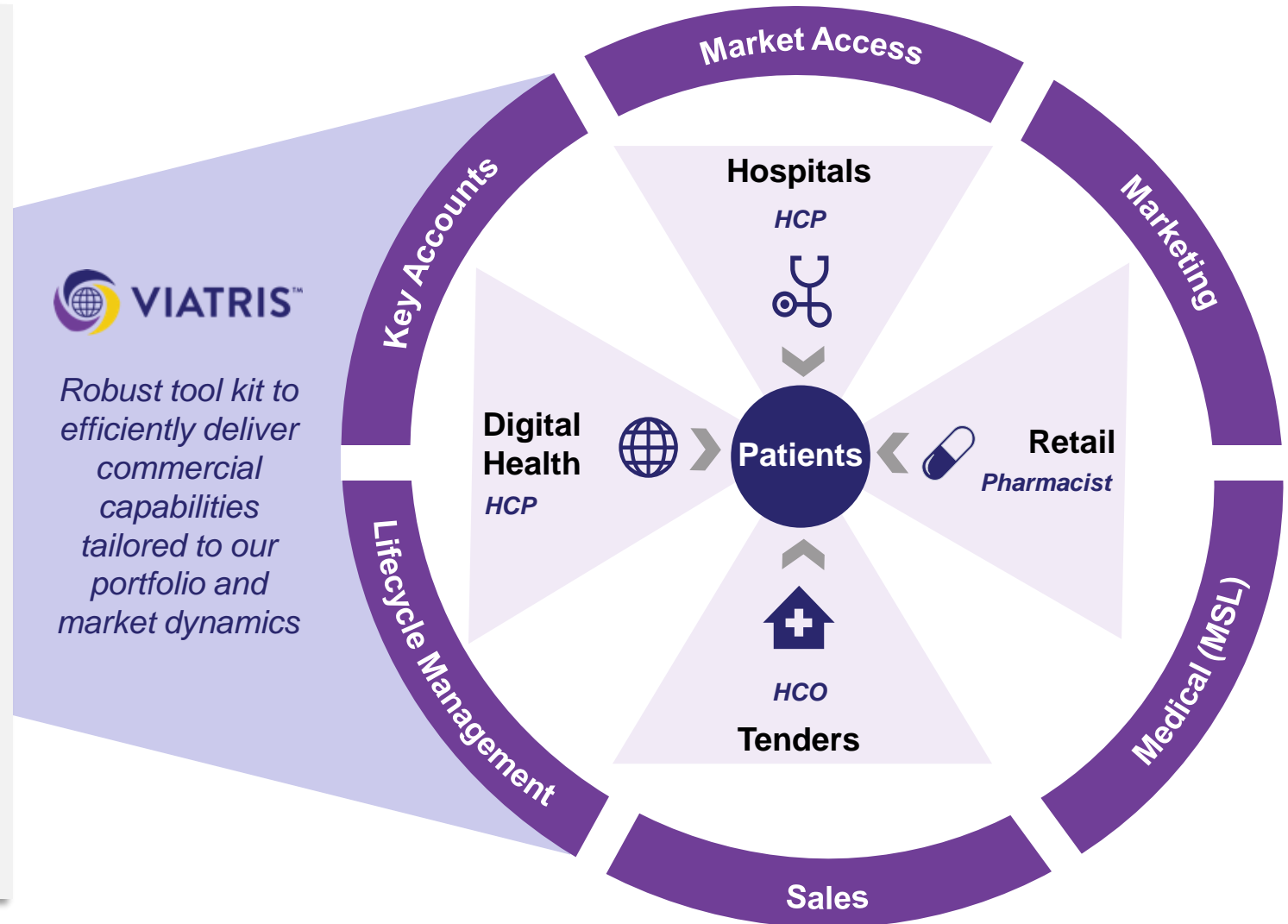
- Field interactions augmented with digital channels driving increased reach & productivity
- Core marketing activities delivered into the markets in an efficient, effective model via global COEs

2 Boundless Cross-Functional Collaboration

- Sales, Marketing, Key Accounts, MSLs, and other roles collaborate to optimally support customers and products
- In-market access, pricing, tenders, and international reference pricing carefully reviewed

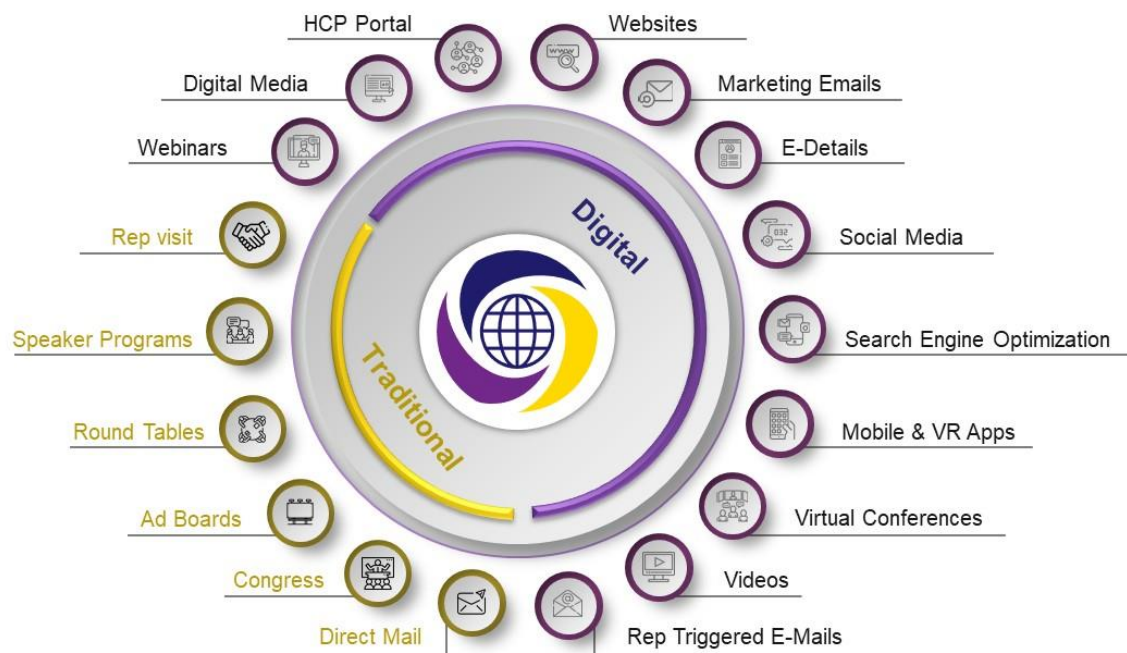
3 Holistic Customer Engagement

- Field force detailing, Meeting & Events, Sampling
- Pharmacy presence, promotional activities
- Medical educational partnerships and LCM activities
- Digital Health promotion activities

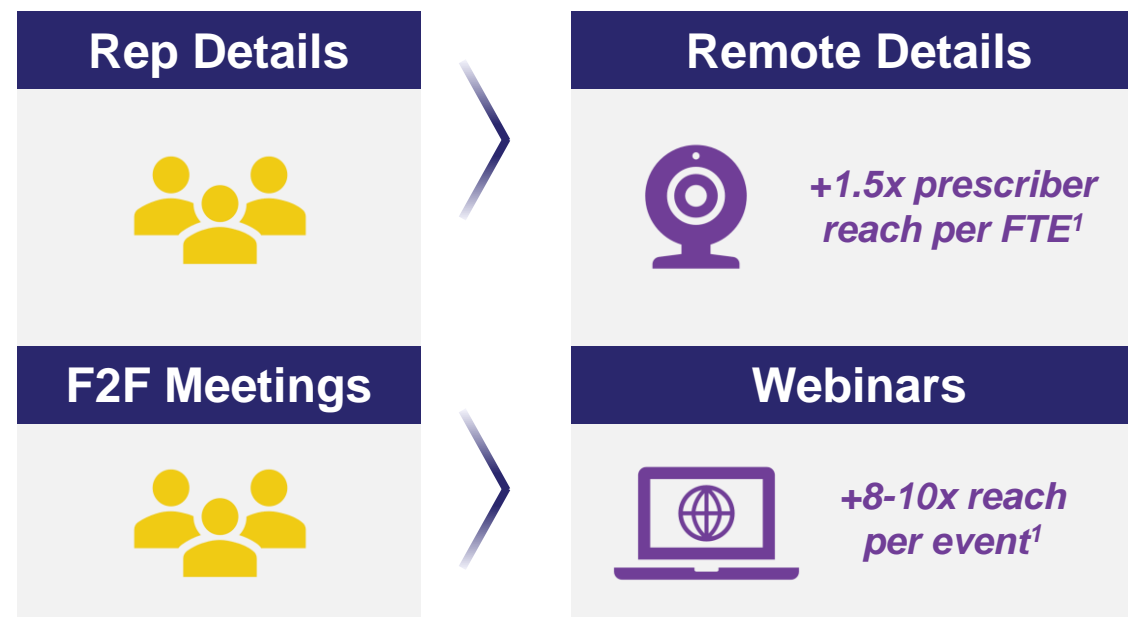


Leveraging Digital Tools for Effective and Efficient Selling and Marketing

Full suite of promotional capabilities...



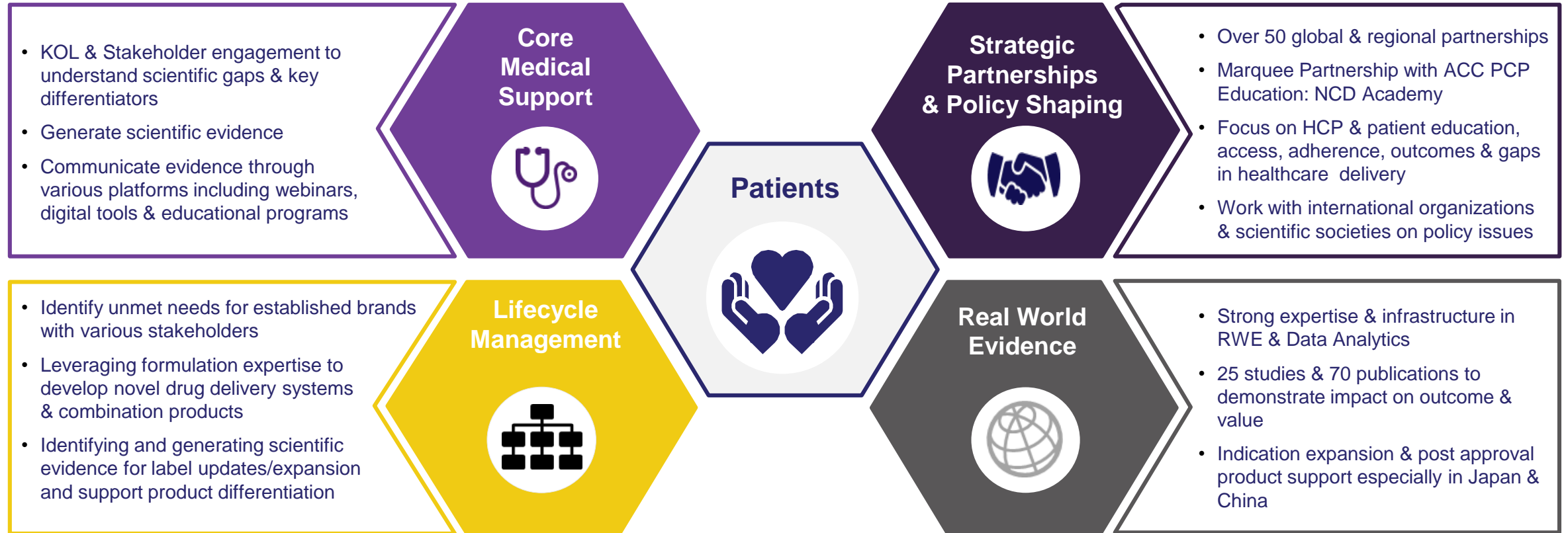
...shifting from traditional to digital



87% of US HCPs want either all virtual or a mix of virtual and in-person meetings even after the pandemic ends²

¹Internal Estimate ²Accenture HCP Survey May 2020

Aligning Medical Affairs to Support Our Global Products, Patients, and HCPs



Maximizing Impact of Scientific Investments & Enhancing Reputation with Patient Centric Approach

Examples of Supporting Unmet Needs Through Our Lifecycle Management

Leveraging Our Science, Clinical, Regulatory, and Commercial Capabilities to Identify Unmet Needs and Deliver

- ✓ Fill gaps in healthcare by targeting unmet medical needs

- ✓ Ease use of products for patients and caregivers

- ✓ Enhance use of existing products through new delivery options

- ✓ Return existing products to growth and/or reverse course on erosion

OTC Switch		Leveraged our regulatory and commercial strength to launch OTC versions of Rx brands that have extended asset lifespan
Line Extensions		
Dosage Form Expansion		New strengths ¹ (20,000 and 35,000 lipase units) developed to complete existing dosage range; approved in 34 countries
Device Design		Quadrivalent increasingly replacing trivalent and expanding the indication to additional age groups
New Indications		Expanded indication to include infants aged 3 months to 2 years in selected markets

¹Co-development with Abbott

Our Successful Evolution to Moving Up the Value Chain

Complex Generics and Biosimilars

Examples



Characteristics & Requirements

Geographical Dynamics

Market Dynamics	High barriers to entry provide a durable revenue curve and extended lifecycle of the product
Resource Allocation	Commercial investments tailored by market and brand needs
Additional Management Capabilities	<ul style="list-style-type: none"> ✓ Demonstrated ability to be first to market ✓ Strong technical scientific and regulatory capabilities ✓ Medical affairs and legal expertise ✓ Proven partnerships

Geography	Commentary
United States	<ul style="list-style-type: none"> • Long revenue tails • Highly competitive • Large value of future Biologics LOE
Ex-US Markets	<ul style="list-style-type: none"> • Long revenue tail • Highly competitive • High-cost barrier to bring complex generics to market

A Deeper Dive into Our Global Biosimilars Platform

Viатris in the Markets

US: #2 in pegfilgrastim and trastuzumab markets⁴

CAN: Market leader in trastuzumab and first wave of adalimumab launch⁵

EU: Growth in retail markets with adalimumab and recent introductions of etanercept

AUS: Market leader in trastuzumab⁵

JPN: First launch of adalimumab

About the Biosimilars Market

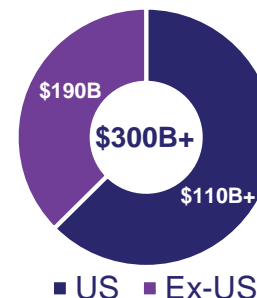
Projected to **Outpace** Global Pharma Market Growth

3-6% YoY CAGR¹
Global Pharmaceuticals
Market Growth

~12% YoY CAGR²
Global Biologics
Market Growth

Forecasted to Grow **+130%** in 7 Years

2020 Global Biologics Market³



\$692B
2027E Global Biologics Market²

Global Biosimilar Sales were **\$17B+**³
Represents **5.8%** of Total Global Biologic & Insulins Sales

¹<https://www.iqvia.com/-/media/iqvia/pdfs/institute-reports/the-global-use-of-medicine-in-2019-and-outlook-to-2023.pdf> ²<https://www.reportsanddata.com/report-detail/biologics-market> ³Global IQVIA MIDAS as Q3 2020 ⁴IQVIA Sales Weekly (WSP) Week Ending Feb 12, 2021 ⁵IQVIA Global MIDAS Ending December 20

Demonstrated Scientific and Regulatory Expertise



Hertrikz™
Trastuzumab for Injection

ENDULIN™

Abevmy™
(bevacizumab-nwgd)
Injection

Semglee®
insulin glargine injection
100 units/mL (U-100)

Fulphila™
(pegfilgrastim)
0.6 mL

Hulio®
Adalimumab

Ogivri®
(trastuzumab-dkst)
Injection 420mg | 150mg

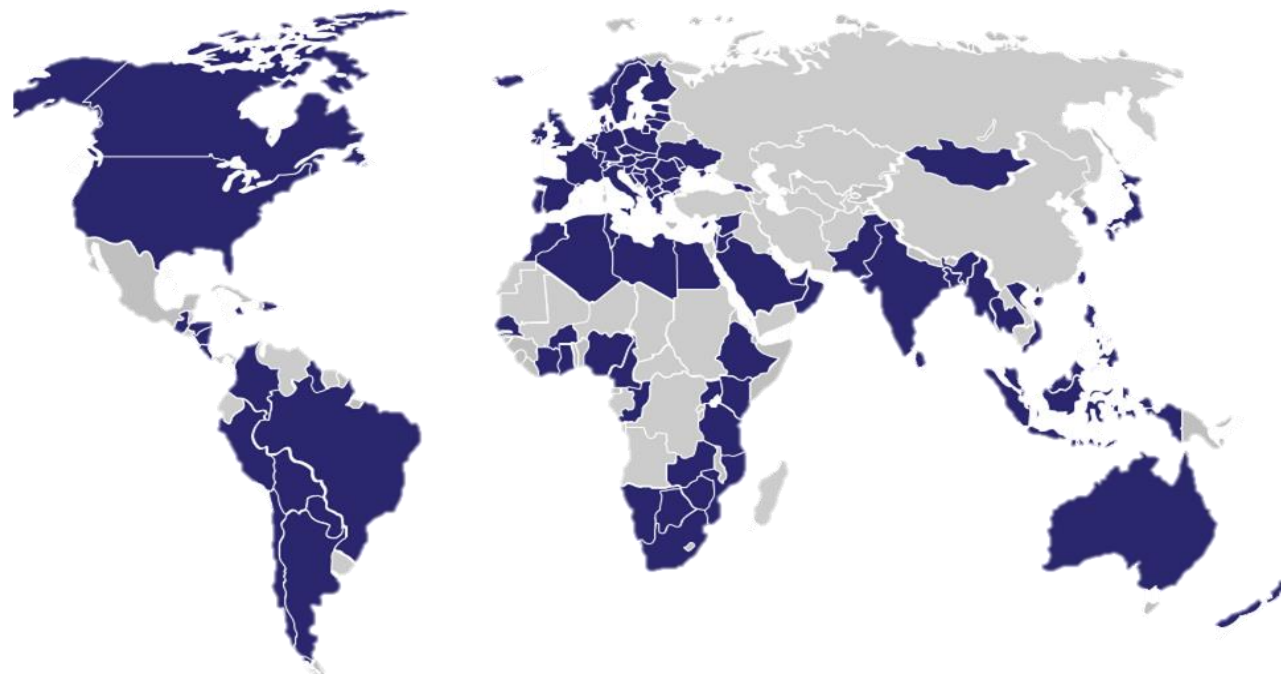
Nepexto®
etanercept

Darbepoetin BS



2013

2020



Molecule	# of Countries with Secured Marketing Authorizations (MAs) ¹
Trastuzumab	97
Insulin Glargine	52
Bevacizumab	10
Pegfilgrastim	56
Etanercept	33
Adalimumab	38
Insulin Aspart	27
Total	313

¹As of February 2021

Incorporating the Learnings from Our Initial Experience in Biosimilars

Our Key Learnings

- +** Established a diversified group of R&D partners
- Rapidly developed a global commercial presence in biosimilars/biologics
- Successfully entered tender markets

- Late entry after biosimilar market formation impacted key markets
- Missed key European tenders
- Innovator LCM strategies and tactics slowed uptake
- Challenges competing against Innovators with long term customer relationships

Resulting in Enhanced Focus & Priorities

Enhance focus on introducing the right biosimilar to the right market at the right time at competitive COGS

- ✓ **Product:** Complements portfolio, leverages platform
- ✓ **Market:** Meet unmet need for access
- ✓ **Time:** Commercialize at market formation

Focus on First to Market

Enhance and ramp up unique / product specific commercial infrastructure

Leverage expanded commercial footprint

Focus on Biosimilars with First to Market Emphasis

17 Existing Launched & Pipeline Products (6 TAs)

\$104B+ Global Brand Sales

Existing Launched	Existing Pipeline
Humira	M615 (Oncology)
Herceptin	MR-126 (Immunology)
Avastin	MR-127 (Immunology)
Neulasta	Botox
Enbrel	Eylea
Lantus	Toujeo
Aranesp	Perjeta
	Novolog
	Humalog
	Neupogen



13
Target Products (6 TAs)

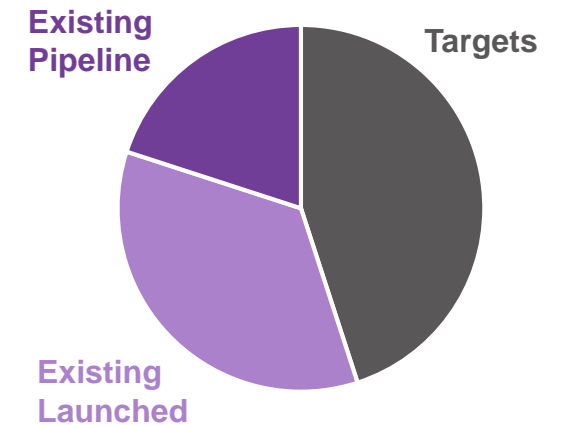
\$57B+
Global Brand Sales

Therapeutic Areas
Cardiovascular
Immunology
Respiratory & Allergy
Oncology
Diabetes & Metabolism
CNS & Anesthesia



30
Products (9 TAs)

\$161B+
Global Brand Sales



Well Positioned for Future Development in Biosimilars Yielding an Industry Leading Portfolio

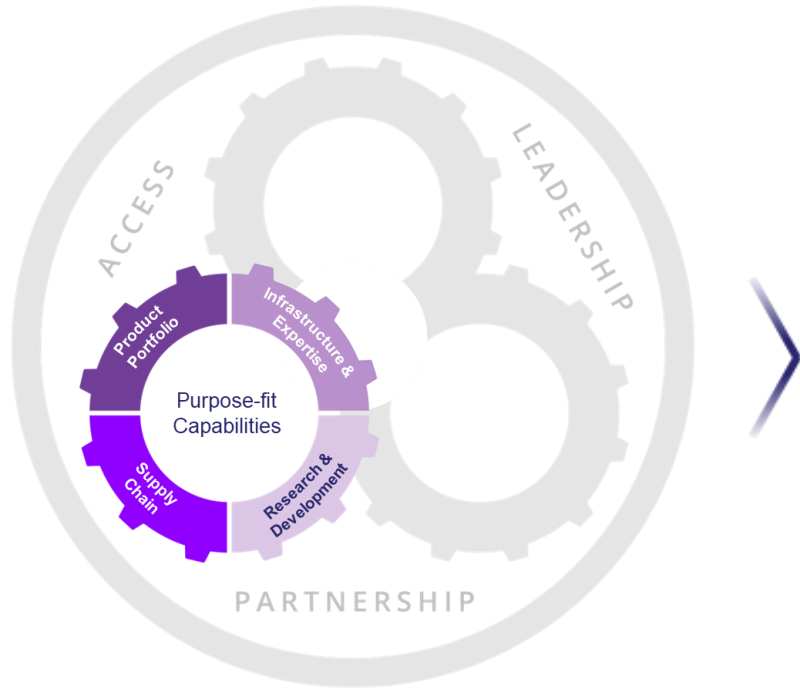
All data from Global MIDAS IQVIA Sales Data, 12 Months Ending Sept 2020; Aranesp sales reference Japan only; Eylea & Botox sales reference CY 2019 sales as reported by the originator companies

Our Strong Legacy in Generics

Generics

	<i>Estradiol Cream</i>	<i>Abiraterone Acetate</i>	<i>Dimethyl Fumarate</i>	<i>Heparin</i>						
Examples		<i>Remdesivir</i>	<i>Vancomycin</i>	<i>Daptomycin</i>						
	<i>Characteristics & Requirements</i>		<i>Geographical Dynamics</i>							
Characteristics	Natural price erosion First to market opportunities Stable cash flow		<table border="1"> <thead> <tr> <th>Geography</th> <th>Commentary</th> </tr> </thead> <tbody> <tr> <td>United States</td> <td> <ul style="list-style-type: none"> First to market opportunities High competition/volatility Large cash flow base </td> </tr> <tr> <td>Ex-US Markets</td> <td> <ul style="list-style-type: none"> Lower volatility Stable and durable cash flows </td> </tr> </tbody> </table>		Geography	Commentary	United States	<ul style="list-style-type: none"> First to market opportunities High competition/volatility Large cash flow base 	Ex-US Markets	<ul style="list-style-type: none"> Lower volatility Stable and durable cash flows
Geography	Commentary									
United States	<ul style="list-style-type: none"> First to market opportunities High competition/volatility Large cash flow base 									
Ex-US Markets	<ul style="list-style-type: none"> Lower volatility Stable and durable cash flows 									
Resource Allocation	Minimal commercial investment									
Additional Management Capabilities	<ul style="list-style-type: none"> ✓ Diligent portfolio selection with focus on first to market / niche opportunities ✓ Strong legal IP skills ✓ Cost competitiveness ✓ Ensuring supply continuity ✓ Continued portfolio screening and rationalization while taking into account patient and customer needs 									

Diverse and Resilient Operations Platform



Focused Supply Network

- ✓ ~50 Manufacturing Sites¹
- ✓ Proximity to **Key Markets**
- ✓ **Breadth of Capability and Capacity** across All Dosage Forms
- ✓ Supported by **Broad And Diverse Suppliers**



Operational Excellence

- ✓ **COGS Competitiveness**
- ✓ **Procurement Scale**
- ✓ **Vertical Integration**
- ✓ **Centralization via COEs**

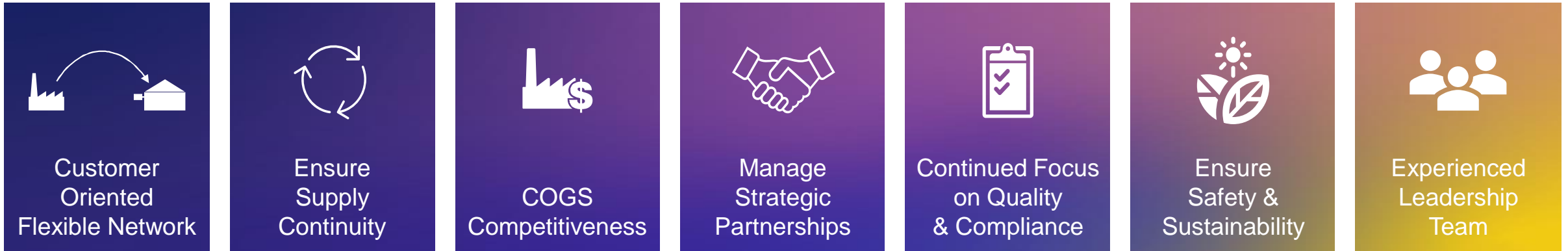
Commitment to Quality

- ✓ **Strong Quality Culture**
- ✓ **Experienced Quality Organization** Efficiently Executing Globally
- ✓ **>100 Health Authority Inspections** Annually



¹Data as of December 2020 and does not include impact of previously announced global restructuring program.

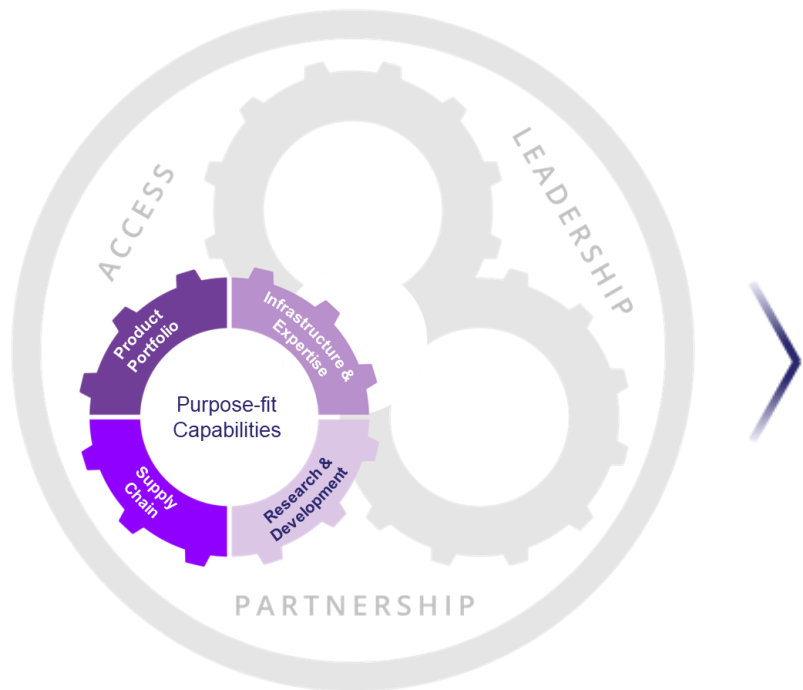
Manufacturing and Supply Network Strategy



**Diversified Global Infrastructure and Expertise to Manage Complexity,
Respond Quickly and Ensure Supply Continuity**

Delivering the Pipeline

Execute Pipeline Supported by a Diverse and Resilient Scientific Platform



Deep Scientific Capabilities

- ✓ 12 R&D Centers Worldwide | 24 x 7 Global R&D¹
- ✓ ~3,000 R&D and Regulatory Resources¹
- ✓ Deep R&D Expertise across Multiple Dosage Forms
- ✓ Strategic Development Partnerships



Robust Pipeline

\$224B²

~75% of Pipeline Value Composed of Complex Generics and Biosimilars

Proven Track Record for Moving Up Value Chain Aligned to Commercial Strategies³



¹Data as of December 2020 and does not include impact of previously announced global restructuring program. ²IQVIA MIDAS and Regulatory Insights MAT ending 9/20. ³Examples; not an exhaustive list.

Proven Ability to Execute and Deep Global Pipeline¹

Approved	Pending	In Development / Announced Program
 		 
 		 
 	 	 
  <p>Mission: Remission Once-daily Maintenance</p>	 	 
 	 	 
 	 	 
 		

¹All product names are property of their respective owners

Integrate and Synergize

Integration and Restructuring Underway to Accelerate \$1B Cost Synergies

- ✓ **Launched Viatris on November 16, 2020 with no business disruption**
- ✓ **Announced Significant Global Restructuring Program**
 - Up to 20% workforce reduction
 - Announced 5 manufacturing sites to be closed/divested
 - Identified additional 8 manufacturing sites to be closed/divested
- ✓ **Executing Synergies Focused on:**
 - Overlapping commercial infrastructure
 - Support functions infrastructure
 - COGS and procurement
 - Standing up and leveraging centers of excellence
- ✓ **Focused on Exiting TSAs and MSAs with Pfizer, via Multi-year Program**



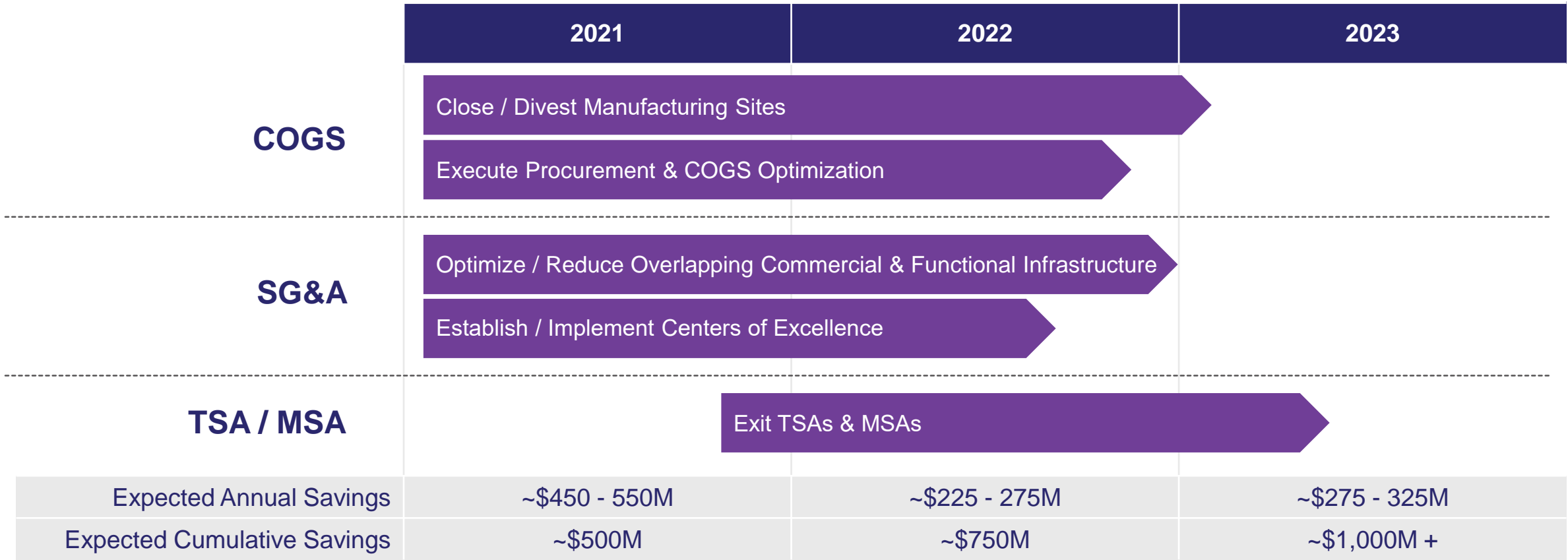
Accelerated Synergies Target from 4 to 3 Years with ~\$500M in 2021

Restructuring Manufacturing Network Strategy



- ✓ **Approved 5 and identified an additional 8 of our 50 manufacturing sites** to close, downsize or divest
- ✓ **Optimize** across geographies and technologies
- ✓ **Reduce** surplus capacity
- ✓ **Adapt** to market dynamics
- ✓ **Shift** towards more complex products
- ✓ **Enhance** operating cost structure
- ✓ **Commitment** to supply continuity

Synergies and Restructuring Roadmap



Potential to Exceed \$1B Cost Synergies

Prepare for Future Growth

Cross Pollination of Businesses – in Korea (\$14B¹ Market)



Potential Future Opportunities

Products Marketed	✓	✓	✓
Pipeline	✓	-	✓
Field Reps	- <i>3rd party only</i>	✓ <i>Internal FTEs</i>	✓
Local Marketers	- <i>Global marketing only</i>	✓ <i>In-country FTEs</i>	✓
Digital	- <i>Limited capabilities</i>	✓ <i>Mature capabilities</i>	✓

- Launch Mylan approved and pipeline assets using the combined commercial scale
- Continue shift to digital through legacy Upjohn digital tools and experience, combined with strong traditional tactics
- Enter into new therapeutic areas and channels to capture new opportunities
- Drive efficient commercial operations through global COEs and platforms

¹IQVIA MIDAS and Regulatory Insights MAT from 10/19 to 9/20

Global Healthcare Gateway® | Building upon a Tradition of Partnerships¹

Connecting Patients to More Products and Services as a true Partner of Choice™



¹Note: List of select partnerships and not exhaustive



Developed Markets Overview



Tony Mauro
President, Developed Markets

Key Messages | Developed Markets

Sustainable Stability

Revenue stabilization based on historical price erosion offset by new product launches and volume growth

Focused Growth

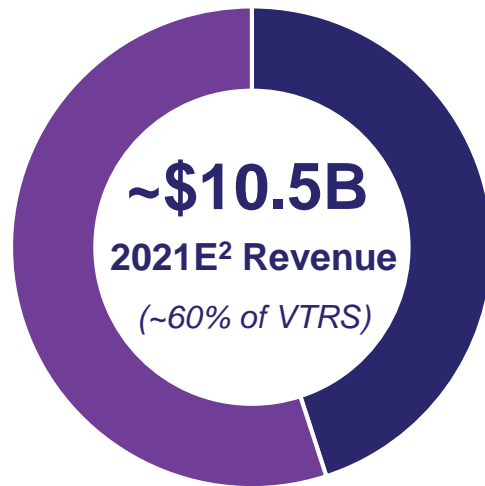
Strategically focused growth opportunities across Europe and North America

Effective & Efficient Infrastructure

Effective and efficient infrastructure with commercial focus on established relationships building product and brand equity

Developed Markets at a Glance

About Viatris



■ North America ■ Europe

	North America	Europe
Products	~700	1,400+
Total Field Force ¹	~400	>3,000
2021 Expected New Launch Count	~30	>200






About the Market

- Large, stable markets with a large population and significant pharmaceutical spend that is still growing
 - 7 of the world's top 10 prescription markets are in Developed Markets, including the largest pharma market in the world³
- US has high generic penetration and values innovation and differentiation
- Europe has a higher brand usage and different dynamics across each of its 30+ individual markets

	N. America	Europe
Total Rx Market Value ³	\$548B	\$237B
YoY Industry Growth ³	+4.5%	+5.3%
Gx Conversion ³	89%	56%
Biosimilar Conversion ^{3,4}	13%	35%

¹Data as of December 2020 and does not include impact of previously announced global restructuring program. ²Segment Revenue based upon indicated estimated percentage of Viatris 2021 Revenue guidance, at midpoint - see slide 151. ³IQVIA MIDAS MAT ending 9/2020; ⁴Biosimilar conversion of the total biologic market.

Products and Footprint in Developed Markets

Portfolio Breadth and Diversity	Sustainable and Stable Foundation	Stability and Growth in Global Key Brands	Broad Reach Across Channels												
<p>2,100 Products in Our Diversified Portfolio across Brands, Complex Gx, Gx and Multiple Technologies and Forms</p> <p>% of 2021E Sales by Product Type</p>  <ul style="list-style-type: none"> Branded Gx Complex Gx / Biosimilars <p>Complex Gx: #1 in US in Terms of Volume, Value and TRx¹</p> 	<p>Low to Mid-Single Digits Continued Historical Erosion</p> <p>Strong Rankings in Markets</p> <ul style="list-style-type: none"> #1 Retail Pharma Market Value² Italy & Portugal #2 Retail Pharma Market Value² France & UK #2 Gx Value³ United States #1 / #2 ~ 50% Gx Products Ranked¹ United States 	<p>Market Leadership</p>  <p>~93% Market Share⁴</p> <p>Key Brands</p>  <p>Portfolio Breadth <i>in Biosimilars and Complex Gx</i></p> 	<p>Strong Commercial Presence with Dedicated Sales Teams across Channels (Retail, Hospital, Tender, etc.)</p>  <table border="1"> <thead> <tr> <th data-bbox="1905 728 2160 778">FF Footprint⁵</th> <th data-bbox="2160 728 2415 778">N. America</th> <th data-bbox="2415 728 2548 778">Europe</th> </tr> </thead> <tbody> <tr> <td data-bbox="1905 778 2160 863">Physician</td> <td data-bbox="2160 778 2415 863">350</td> <td data-bbox="2415 778 2548 863">2,200</td> </tr> <tr> <td data-bbox="1905 863 2160 949">Pharmacy</td> <td data-bbox="2160 863 2415 949">20</td> <td data-bbox="2415 863 2548 949">750</td> </tr> <tr> <td data-bbox="1905 949 2160 1035">Hospital</td> <td data-bbox="2160 949 2415 1035">25</td> <td data-bbox="2415 949 2548 1035">150</td> </tr> </tbody> </table>	FF Footprint ⁵	N. America	Europe	Physician	350	2,200	Pharmacy	20	750	Hospital	25	150
FF Footprint ⁵	N. America	Europe													
Physician	350	2,200													
Pharmacy	20	750													
Hospital	25	150													

A Partner of Choice™ to Our Customers

¹IQVIA Regulatory Insights Jan 2020 – Dec 2020. ²IQVIA Midas for Jan – Nov 2020. ³IQVIA MIDAS and Regulatory Insights MAT ending 9/20 – refers to generic market ⁴Yupelri Combined Feed (IMS + SolutionsRx + DirectRx) Dec 2020. ⁵Data as of December 2020 and does not include impact of previously announced global restructuring program.

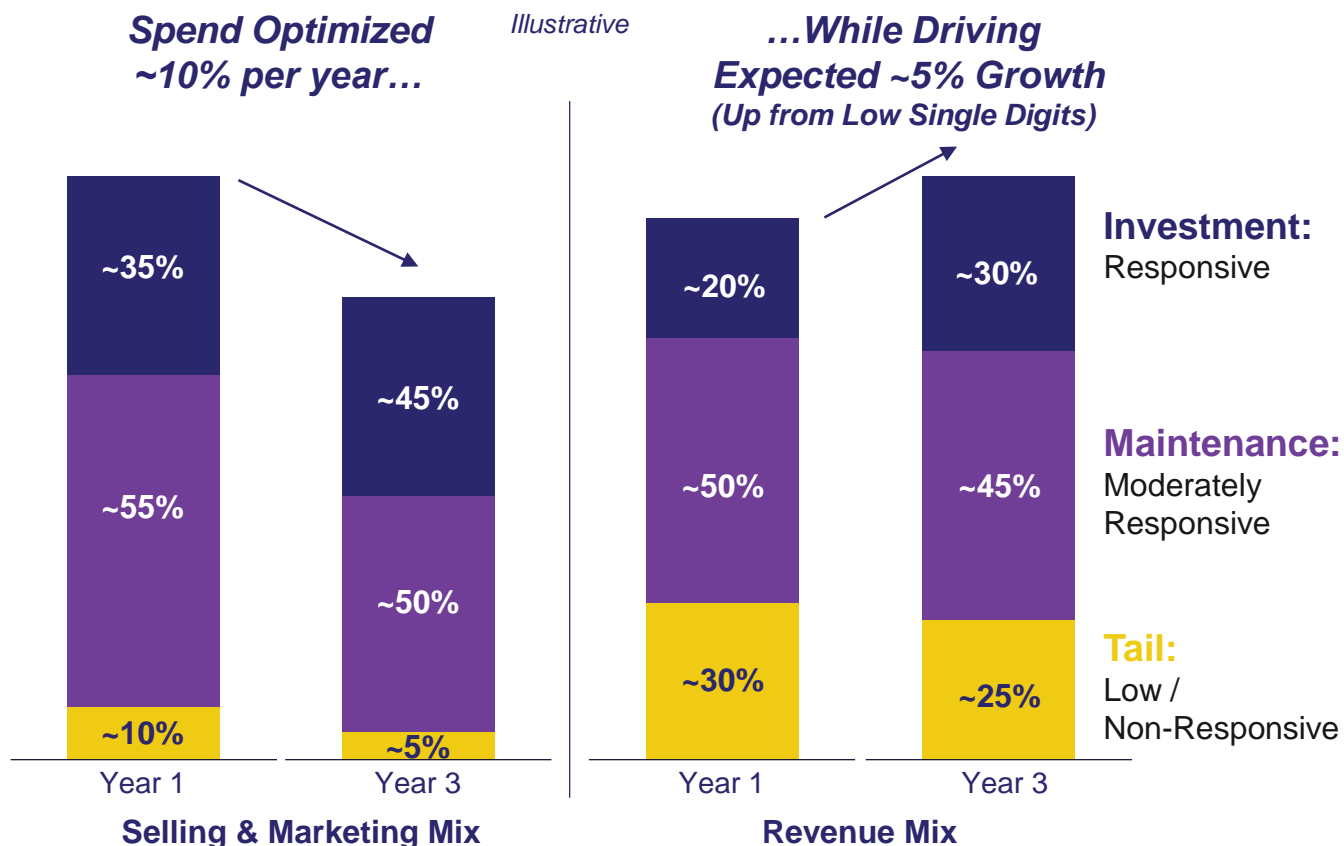
Commercial Toolkit and Granular Management Approach for Diverse Markets

US Market Example



European Example (~600 Products)

Successfully Optimized Legacy Mylan Portfolio based on IMT



Diligent about Portfolio Selection • Strength Across Channels • Understanding of Business at a Granular Level • Targeted Marketing Efforts Accordingly

¹2020 HCP Interactions

Focused Future Growth in Developed Markets: Global Healthcare Gateway®

Local Scientific, Operational, and Commercial Excellence

- Strong commercial presence with dedicated sales teams across channels and 35 markets
- Strong R&D and manufacturing capabilities
- Dedicated in-country regulatory, legal, and policy experts understand the local landscape



Global Healthcare Gateway®
POWERED BY VIATRIS

...To Ensure Patient Access throughout Developed Markets

- Large, stable markets with a large population and significant pharmaceutical spend that is still growing
- Strong track record of partnerships leveraging complementary strengths to successfully launch products in North America and Europe.

Recent Case Study: Thrombosis Business in Europe

“[Viatri] represents the ideal partner given the company’s strength in Europe, commitment to the injectables and biosimilars space and comparable employee-first culture and values.”

- Aspen Group Chief Executive Stephan Saad

Partner	Partnership Capability	+	Viatri Capability	=	Outcome
	Continued manufacturing and supply of products		Strong supply chain, regulatory, and commercial expertise in Europe. Complement to commercial efforts within the global biosimilars franchise		Establishes Viatri as one of the largest European suppliers of thrombosis products and strengthens commercial presence in the hospital channel.



Key Factors Impacting 2021 Performance in Developed Markets

▶ Special Items

- US Performomist LOE
- US Rebate Adjustment

▶ Headwinds

- COVID-19
- Normalized Base Business Erosion of 3 - 4%

▶ Tailwinds

- US Yupelri Growth
- New Product Launches
- EU Aspen Thrombosis
- Biosimilars
- EU Key Brands Growth

Building Blocks to Drive Growth in Developed Markets

Near-term

Medium- to Long-term

1

Stabilize for Sustainability

Prudent Management of Portfolio

One of the Industry's Broadest Pipelines¹

- **North America:** 146 Products Pending Approval | 110 Products in Development
- **Europe:** 110 Products Pending Approval | 88 Products in Development

2

Focused Growth

Focus on Highly Profitable, Highly Complex Products

>2/3 of Product Launches Expected in the Coming Years will be Either Complex Generics or Biosimilars

3

Effective and Efficient Infrastructure

Drive Synergies; Create an Omnichannel Promotional Platform to Drive Cost Savings while Enhancing Viatrix' Share of Voice



¹As of December 31, 2020.

JANZ Overview



Drew Cuneo
President, JANZ

Key Messages | JANZ

Market Leader

Leadership positions across channels (Rx, Gx, OTC) in large markets, supported by a proven and nimble commercial infrastructure and operational excellence that provides durability and competitive advantages

Effective & Efficient Infrastructure

Proactively restructuring and refocusing business to ensure sustainability, profitability and long-term growth

Focused Investment

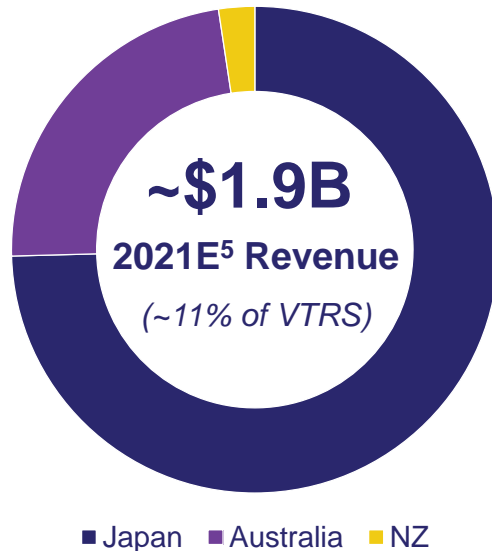
Continued strategic investments in key growing products (Amitiza, Effexor, Creon, Ferrograd, Dymista and biosimilars such as Adalimumab) will support organic growth

Versatile Management Playbook

Proven track record of managing portfolios through product lifecycles, leveraging existing platform and local market expertise, and successfully partnering with pharma / biotech

JANZ at a Glance

About Viatriis

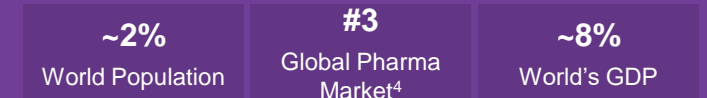


Geographic Market Positions

- **Japan:** Top 10 Sales and Volumes¹
- **Australia:** Top 10 Sales and #1 Volume¹
- **New Zealand:** Top 10 Sales and #1 Volume¹

About the Market

- Combined population: ~157M³; combined total prescription market size: ~\$90B¹; combined GDP: \$6.7T³



Stable, Developed Markets with Favorable Demographic and Economic Trends

- Growing 65+ age population: 28% of Japan and 16% of ANZ³
- High Gx utilization across the three markets, but with opportunity for brands to retain significant value post-LoE in JP and AUS
- Reimbursement similarities (government-reimbursed and funded healthcare systems)
- Promotionally-sensitive prescriber and retail-driven markets
- Government-driven price pressures across pharma sector with annual price decreases in AUS and JP that need to be offset by our growth products and R&D/BD investments
- Advanced markets willing to reward investment in innovation through price and share

¹IQVIA MIDAS MAT ending 9/2020; ²Data as of December 2020 and does not include impact of previously announced global restructuring program; ³World Development Indicators Database; ⁴Pharmaceutical Market Size for Japan based on IQVIA, ⁵Segment Revenue based upon indicated estimated percentage of Viatriis 2021 Revenue guidance, at midpoint - see slide 151.

Sustainable Competitive Advantages Support Leadership Positions

Broad Portfolio Across Channels & TAs

- ~800 products / ~3,000 SKUs across Rx brands, generics, complex generics / biosimilars, and OTC brands
- Premium offerings and value products

Diverse Therapeutic Area Coverage and Expertise



Operational Excellence

- Responsive **local manufacturing** and distribution capabilities
- **Reliable supplier** with agility to quickly respond to emerging needs of customers and governments

Last Mile Distribution Capabilities

Providing Value to Customers and Governments

Unique Commercial Infrastructure

- Integrated sales presence and support in:
 - Physician offices
 - Pharmacies
 - Front-of-store OTC
- Tender excellence

Ability to Efficiently Promote Products

Effectively Managing the Product Lifecycle

Established Digital Platform

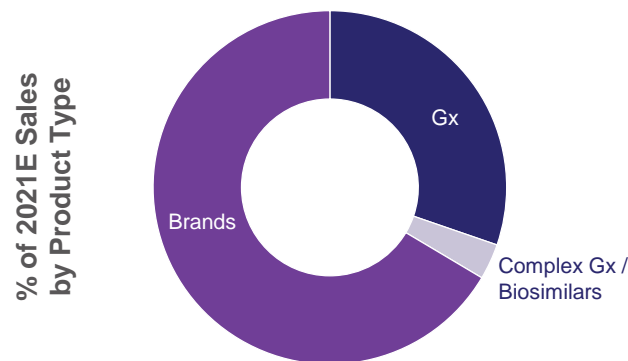
- Transitioning to hybrid promotional approach
- Key to maintaining market position during COVID-19 pandemic
- Broader and more efficient reach to customer base



A Partner of Choice™ for Local Markets

Diversified Portfolio and Key Growth Products Provide Long-term Durability

Breadth Across Product Types and Lack of Product Concentration Provide Durability



- No product disproportionately contributes to revenue going forward
- No single product currently contributes more than 11% of 2021E Segment revenue

Growth Brands Help Offset Near-term Headwinds and Provide Long-term Growth

Amitiza (Amisulprone) | **EFFEXOR XR** (Venlafaxine HCl) | **Creon** (Pancreatic enzymes) | **RELPAX** (Eletriptan Hydrobromide)
Dymista (Aflacalcitol) | **Selara** (Eplerenone) | **EPIPEN** (Adrenaline) Auto-injectors | **Duphaston** (Dupirenone) | **Ferro-gradC** (Iron supplement)

Growing Portfolio of Complex Gx and AGx¹ Enhances Durability and Helps Offset LoEs

Hulio (Hyaluronic acid) | **Ogivri** (Oxycodone) | **Semglee** (Insulin glargine injection) | **Fulphila** (Pegfilgrastim) | **Fluticasone/Salmeterol**
BudeForu (Budesonide) Dry Powder Inhaler | **Darbepoetin Alfa BS INJECTION** | **Albuterol MDI**
Pregabalin (Gabapentin) | **Eletriptan** (Eletriptan Hydrobromide) | **Doxazosin** (Doxazosin Mesylate) | **Amlodipine** (Amlodipine Besylate) | **Celecoxib** (Celecoxib)

¹ Authorized Generics.

Ability to Effectively Manage Business Complexities and Product Lifecycle

Granular Management Discipline & Approach



Strength Across Channels

- ~1,000 reps calling on GPs and specialists¹
- ~100 reps calling on pharmacies¹
- Leader in hospital and gov't tender business in ANZ

Disciplined Investment Philosophy

- Focus investments in sales and marketing on growing brands and complex Gx
- Leveraging digital platforms to gain efficiency

Efficient Approach to Gx

- Broad Gx line marketed as a basket to major wholesalers and pharmacy chains

Focus on Optimizing Long-term Value

- LCM and launching AGx to maximize product lifetime value (e.g., Amitiza 12 mcg, Creon 20k & 35k, Dymista and Relpax OTC switch, and Lyrica & Celecox AGx)

Manage LoEs with Targeted Efforts

- Dedicated pharmacy sales force in JP and AUS enable rapid shift as dispensing decision maker changes post-LoE and Key Account Managers drive wholesaler / pharmacy chain support

Profit Focus

- Cost discipline, product-level economic optimization, operational-level efficiencies

Future Growth

Pipeline Investment

Product BD / Partnering

Customer Alignment / Partnership

¹Data as of December 2020 and does not include impact of previously announced global restructuring program

Focused Future Growth in JANZ: Global Healthcare Gateway®

Local Scientific, Operational, and Commercial Excellence

- Strong commercial infrastructure to serve physicians, pharmacies, and tenders
- In-country marketing, regulatory, R&D, medical, legal, and policy experts to understand local landscape
- Responsive operations with local manufacturing and “last-mile” distribution capabilities



Global Healthcare Gateway®
POWERED BY VIATRIS


...Ensure JANZ Patients Have Access to High Quality Medicines

- Established leaders in JANZ
- Proven experience managing product lifecycles
- Track record of success partnering to deliver value
 - Mallinckrodt (Amitiza)
 - Biocon (Ogivri, Fulphila, Semglee)
 - CKD (Darbepoetin)
 - MSD, Novartis & GSK (various)

Recent Case Study: Hulio® in Japan

"We are delighted to partner with Viatris, whose significant experience and expertise in regulatory commercialization supports our commitment to contribute to increasing the treatment options for the patients..."

- Atsushi Matsumoto, FKB President and CEO

Partner	Partnership Capability	+	Viatris Capability	=	Outcome
	Strong scientific & development expertise and product knowledge		Strong commercial, operational and functional expertise		Furtheres Viatris' commitment to biosimilars by leveraging global expertise and strong commercial footprint. Growing number of approvals in multiple markets, with launches in Europe and Japan.

Key Factors Impacting 2021 Performance in JANZ

▶ Special Items

- Japan Lyrica LOE

▶ Headwinds

- COVID-19
- Normalized Base Business Erosion
~3 - 4%

▶ Tailwinds

- Adalimumab 1st Bx Launch in Japan
- Authorized Generic Launches in Japan
- Growth of Focus Brands

Proactively Adapting to Business Realities

2021 Will be a Restructuring Year for JANZ to Position for Future Growth

Key Headwinds in 2021

- ▶ Recent LoEs (e.g., Lyrica and Celecox)
- ▶ Continued COVID-19 impact
- ▶ Government and competitive pricing pressures
- ▶ Accelerating Gx erosion of off-patent brands
- ▶ Business disruption due to integration and restructuring

\$1.9B¹
2021E
Revenue

2021/2022 Steps to Mitigate Business Headwinds

- Comprehensive restructuring plan will significantly reduce commercial footprint and right-size the cost structure by ~35% run-rate vs. pre-COVID operating cost²
- Reinforce smaller commercial organization capabilities by further leveraging digital and remote promotion tools and by utilizing hybrid and virtual reps
- Maximize profitable growth
 - Discontinuing unprofitable products and customer relationships
 - Improving customer contract terms
 - Focusing investment on growing and more profitable product opportunities
- Continue investment into growing products and R&D and leveraging Global Healthcare Gateway[®] to augment long-term growth

Optimizing Cost Base, Portfolio and Structure to Focus on Long-term Profitability and Sustainability

¹Segment Revenue based upon indicated estimated 11% of Viatriis 2021 Revenue guidance, at midpoint - see slide 151. ²Based on estimated amounts within 2020 Combined Preliminary Estimate.

Building Blocks to Drive Growth in JANZ

Near-term

Medium- to Long-term

1 Restructure, Stabilize and Synergize Post-LOEs

- Establish market approach and refine targeting using newly optimized commercial infrastructure
- Build culture and talent under One Viatris
- Leverage and continue to hone our competitive advantages including capability building, digital and resource optimization
- Lay groundwork for long term path to growth



2 Grow Focus Products and Build Pipeline

- Focused investment into S&M and lifecycle management of our key investment brands (e.g., Amitiza, Effexor, Creon, Ferrograd, etc.)
- Leverage digital capabilities and best-in-class team to win share of voice, smartly partner with customers and maximize financial results
- Collaborate with R&D, Medical Affairs and Portfolio teams to build pipeline that will enable future growth and market expansion
- Begin to identify and execute on partnerships to build pipeline in areas of opportunity and unmet need

3 Position for Growth; Partner to Leverage Strong Local Commercial Presence

- Establish presence as partner of choice in these markets by building on past partnering successes and emphasizing local expertise and strength of commercial platform
- Add complementary product assets via inorganic means (i.e., partnering, acquisitions, licensing, etc.)
- Leverage pipeline and development efforts to launch products and drive new growth

Emerging Markets Overview

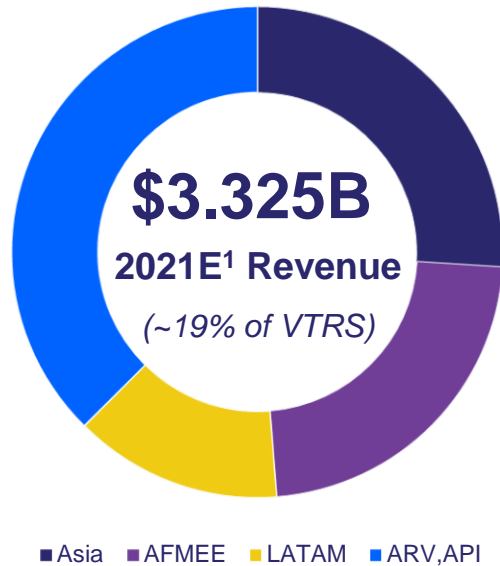


Menassie Taddese
President, Emerging Markets

Emerging Markets at a Glance

Well-Positioned to Unlock Potential in Large, Complex & Diverse Markets

About Viatris



Geographic Market Positions

- **Top 15** in Emerging Markets³
- **Top 10** Adjusted for 3rd-party Funder Business
- **Top 10** in 5 of 8 Anchor Markets⁵

About the Market

- Pharma market size: ~\$150B total³, ~\$100B of which are concentrated in top 10 markets
- Grew 2X global market 2019 - 2020 CAGR, estimated to grow 2.2x 2020 - 2024³



Key Overview and Trends

- Twin demographic divide
- Growing middle class underpinned by wealth creation and urbanization
- Dual burden of Communicable and Non-Communicable Diseases
- National HC agendas increasingly focused on quality and affordability
- Markets where brands matter

¹Segment Revenue based upon indicated estimated percentage of Viatris 2021 Revenue guidance, at midpoint - see slide 151 ²Data as of December 2020 and does not include impact of previously announced global restructuring program ³IQVIA MIDAS MAT Q3 2020 sales ⁴The World Bank 2019 estimate ⁵IQVIA MIDAS MAT Q3 2020 + internal ARV data (Anchor markets: Thailand, South Africa, Mexico, Brazil, Malaysia, Turkey, Russia, Korea). ⁶Data as of 2021E.

Our 3 Keys to Unlock Growth in Emerging Markets

Scale

We have the scale and knowledge to both leverage market similarities and tailor solutions for local dynamics

Portfolio & Solutions

The breadth and depth of our portfolio and pipeline, and our strong brand equity provide many paths to growth across markets

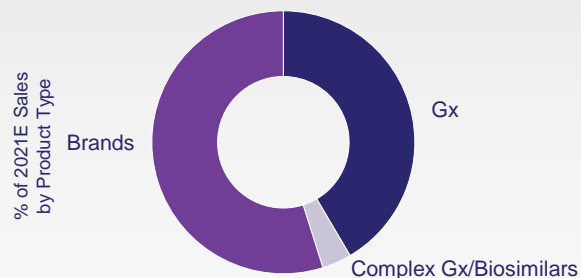
Capabilities & Efficiency

We have an efficient infrastructure with end-to-end capabilities combined with solid commercial execution

Our Sustainable Competitive Advantages

Breadth and Depth of Portfolio

- Focus on chronic and infectious diseases across 11 TAs including NCD5
- Industry leadership in ARVs



Scale and Operational Excellence

- Value chain from lab to clinic
- Strong commercial footprint, especially in anchor markets
- Evolving digital ecosystem: transformation and innovation



- Manufacturing footprint & supply reliability

Expertise and Leadership

- Scientific thought leadership: meaningful partnerships



- Beyond the pill solutions: holistic and integrated solutions along patient journey



- Expanded access: key differentiator

Strong Brand Equity and Reputation

- Ranked 15th in emerging markets¹ with unique profile and offering
- Driven by the legacy companies, iconic brands, NCD leadership, ARV access, supply reliability and much more
- Exceptional stakeholder management across the whole healthcare chain

Creating Value through Know-How, Execution Excellence & Differentiation

¹IQVIA MIDAS MAT Q3 2020 sales

Our Competitive Advantages in Action

Ability to Effectively Manage Business Complexities – Country Examples

Background

Thailand – Channel Mix

- 70% of business flows through hospitals; growth is anticipated across hospital and retail channels, driven by Thai government priorities - universal health coverage and promoting/enabling medical tourism (*Asean Industry 4.0 plan*)

Korea – Digital

- Single public payer system (NHIS), with high HCP influence in treatment options; HCPs increasingly receptive to digital information (96% of HCP weekly, 55% daily use search engine for professional information)²

South Africa - Access

- Sophisticated payer landscape with increasing focus on access to quality and affordable products; improving per capita spending on healthcare and increasing dual disease burden

Gulf – Stakeholder Mgt

- Tender driven markets with increasing privatization, smaller patient populations with high per capita HC spend; regulatory efficiency, new product acceleration, rapidly changing regulations

Viatrix¹

✓ Top 5

✓ Leader in CV, Pain, ARVs and Hepatology

✓ Lipitor ranked #1 Rx product

✓ Strong digital and multi-channel capabilities

✓ Top 5

✓ Leader in ARVs within both Retail & Hospital

✓ Top 5

✓ Leader in CV and Pain

Broad FF Geographical Coverage, Comprehensive Portfolio and Channel Mix Management (Hospital and Retail) & Differentiation

Digital Ecosystem with Ability to Deliver and Accelerate Transformation

End-to-End Capabilities to Provide Broad Access through Differentiation, Funding and Partnerships

Robust Stakeholder Management Capabilities to Shape Operating Environment, Mitigate Risks & Drive Opportunities

¹All ranking data based upon IQVIA MIDAS MAT Q3 2020 sales ²DRG Taking The Pulse@ 2019 South Korea assessment

Focused Future Growth in Emerging Markets: Global Healthcare Gateway®

Local Scientific, Operational, and Commercial Excellence

- Scale and local knowledge of country dynamics to leverage market similarities
- Commercial excellence with comprehensive portfolio and channel mix management across hospital, retail, and digital
- Dedicated in-country regulatory experts to understand the regulatory landscape



Global Healthcare Gateway®
POWERED BY VIATRIS

...To Ensure Patient Access throughout Emerging Markets

- Enhanced experience with patients to build a holistic and integrated journey
- Product focus on chronic and infectious diseases with market leadership in ARVs
- Develop partnerships to ensure patients have access to new medicines and ability to supply to difficult to reach areas

Recent Case Study: ARVs in Emerging Markets

“I am delighted with our collaboration with [Viatri] ... and look forward to us making a substantial contribution ... helping the world reach the target of elimination of this transmission.”

- Elton John, Founder, Elton John AIDS Foundation

Partners*	Partnership Capability	+	Viatri Capability	=	Outcome
	Funding commitment to end the public health threat of HIV/AIDS in the world		Ability to managing cost and risk mitigation of supplies with end-to-end supply chain for ARV's that leverages the global footprint		Commitment to ARV franchise and with access in 100+ countries with 40% of the 23+ million people on treatment for HIV using a Viatri product.



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Key Factors Impacting 2021 Performance in Emerging Markets

Special Items

- Remdesivir
- Other

Headwinds

- Pricing and cost containment
- Competition

Tailwinds

- Launches
- Healthcare Agenda
- Growing Middle Class
- Unmet Medical Needs

The Building Blocks to Drive Growth

1

Base Business with Organic Growth

- **Modify go-to-market strategy** to drive growth focusing on anchor markets
- Identify **options to compete more efficiently and effectively** including capability building, digital and resource optimization

2

Growth + Via Cross Pollination

- **Launching global portfolio products** not yet launched in key countries
- **Expand** into growing urban epicenters reaching the middle class via current platform or new GTM models
- **Enhance** product differentiation via lifecycle management

3

Focused Growth in Core TAs

- Launch **differentiated assets**, especially in core TAs like CV, Pain, Respiratory, Oncology and CNS
- **Highly differentiated**, hard-to-make formulations in hepatology and Anti-infective
- **Incremental innovation** – bringing new formulations / FDCs

Leverage Global Healthcare Gateway®

Near-term

Medium to Long-term

Emerging Markets | Key Takeaways

A Solid Foundation

Strong and Differentiated Position in Evolving Markets

Scale, Leadership and Know-how, Clear Near-term Roadmap to Ensure Business Continuity

Efficient Infrastructure

Focused Growth

Medium to Longer Term Opportunity to Address Significant Unmet Medical Needs

Greater China Overview



Sean Ni
President, Greater China

Key Messages | Greater China

Sustainable Foundation

A fully integrated Viatris organization adapted to the new market conditions – shift of business focus to retail and digital channels while fully leveraging strong roots in the hospitals

Attractive Market

Significant market opportunity in China – strong economic fundamentals, and rise of healthcare consumerism with stronger growth in private funding and increasingly diverse channels

Competitive Portfolio

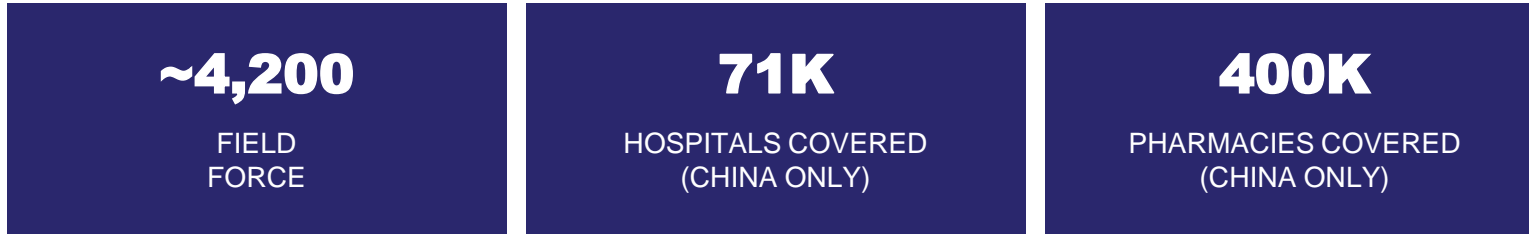
Strong portfolio that fits with China’s market opportunity – a broad “retail-oriented” portfolio which captures the healthcare consumerism opportunity

Organized for Growth

Viatris has a “fit-for-future” business model to win – a patient centric omnichannel model with synergistic activities in hospital, retail, and fast-growing digital channel

Greater China at a Glance

About Viatris¹



Leadership in Each Greater China Market

- **#8** in Mainland China³
- **#9** in Hong Kong⁴
- **#14** in Taiwan⁴

About the Market⁵

Second Largest Economy

- 1/5 of Global GDP
- 7.5% to 8.5% GDP growth expected in 2021

Robust Consumption Power

- \$12.7T private consumption by 2030, matching the current scale of US

Strong Demand in Healthcare

- 6% of GDP spent on healthcare (vs. 18% for US), growing in-line with GDP growth
- Public funding focus on basic medical needs. Growth is slowing and shifting from LoE brands to innovative Rx
- Private funding growing rapidly driven by rising disposable income and government's mandate to build "a multi-tier medical security system to address diverse healthcare needs"
- Cardiovascular representing the greatest disease burden in the next 10 years (20% of China's total vs. 14% globally)

¹Data as of 2021 post integration and restructuring. ²Segment Revenue based upon indicated estimated percentage of Viatris 2021 Revenue guidance, at midpoint - see slide 151. ³RDPAC data. ⁴IQVIA data. ⁵Source: IMF; Bloomberg market consensus; CEIC; Morgan Stanley Research; Global Burden of Disease Database 2016, Institute for Health Metrics and Evaluation; McKinsey Global Institute - Prioritizing Health: A Prescription for Prosperity; National Bureau of Statistics in China; China healthcare yearbook; McKinsey analysis

We Have Rebalanced Our Business to Adapt to the Market Impact of Volume-based Procurement and Universal Reimbursement Pricing Policies



“4+7” VBP

- 11 cities
- 25 molecules

Lipitor and Norvasc included

“4+7” Expansion

- National
- 25 molecules (same as 4+7)

2nd Batch VBP

- National
- +33 molecules

3rd Batch VBP

- National
- +56 molecules

Celebrex, Zolof, Viagra included

4th Batch VBP

- National
- +40 molecules

Lyrica included

URP Begins

- All Viatris products are subject to VBP tenders
- We proactively shifted our business into the retail channel that is less sensitive to VBP

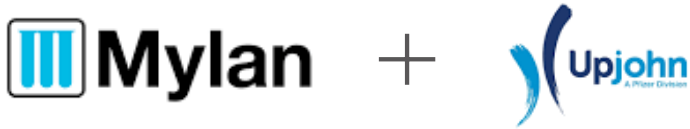
Retail Channel (% of Sales)¹

~23% 2019	~35% 2020	~46% 2021
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¹2019 data based on legacy Upjohn; 2020 data based on estimated amounts within 2020 combined preliminary estimates. 2021E data based on Viatris.

We Have a Fully Integrated Business Well Positioned for the Changing Landscape In China Market

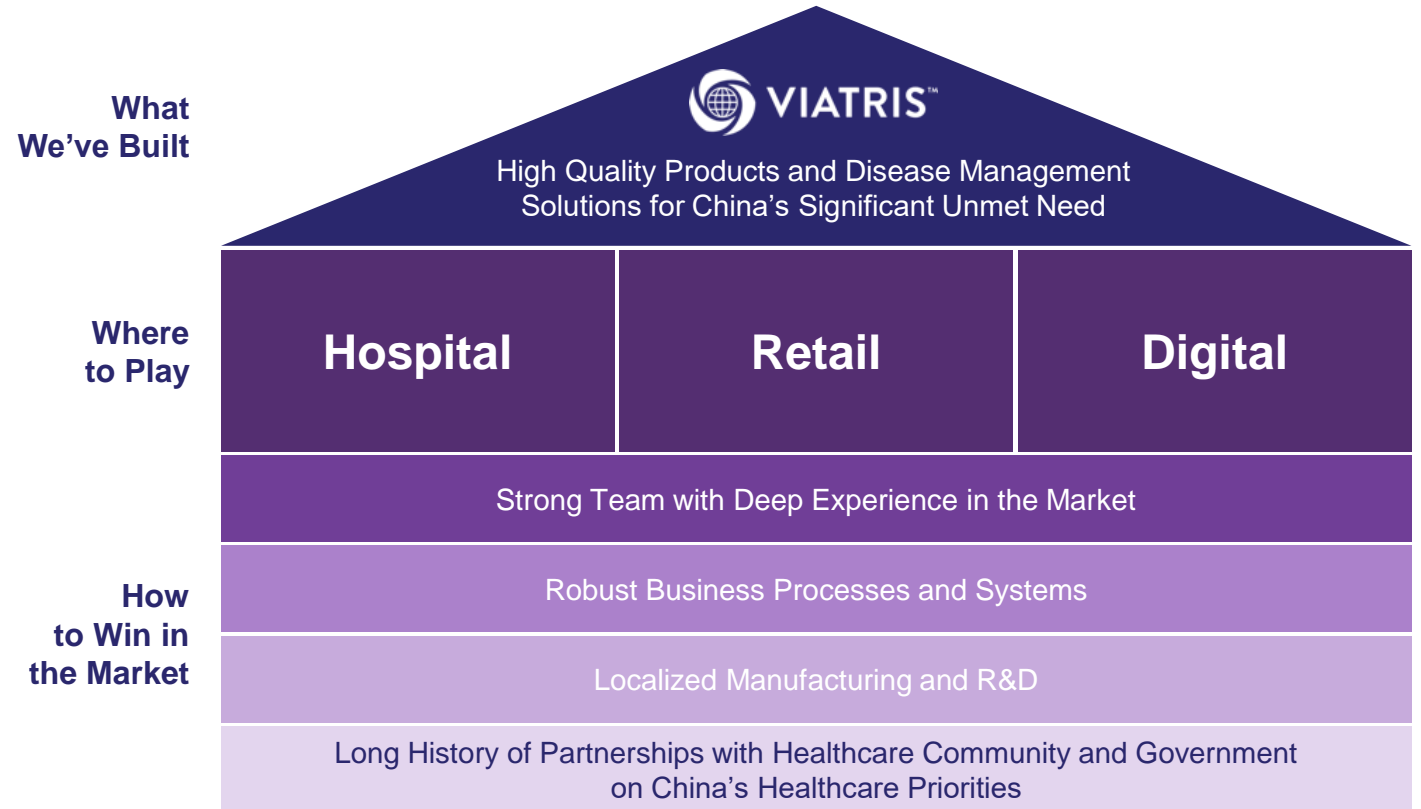
1 Rapidly **Integrated** Legacy Businesses with Teams Working Together from Day 1...



2 ...and **Restructured and Rebalanced** to be Ready to Go-to-Market...



3 ...with the Right **Strategy** to Drive Our Business Forward in the Evolving China Market



Well-positioned Portfolio to Benefit from Therapeutic Opportunities and Drive Value in Retail through High Loyalty Products, New Launches, and Cross-pollination

The Viatris Portfolio

	Inline Products	Therapeutic Area	
Cardiovascular Products to help address China's greatest disease burden	 立普妥® 阿托伐他汀钙 <i>Lipitor</i>	Cardiovascular	Current portfolio meets needs of the population Pipeline to expand is established for next 3-5 years
	 络活喜® 苯磺酸氨氯地平片 <i>Norvasc</i>	Cardiovascular	
“Retail-oriented” Products to Capture Growth of Healthcare Consumerism	 万艾可 VIAGRA 枸橼酸西地那非片	Erectile Dysfunction (ED)	Path to launch products and cross-pollinate with existing brands in place
	 西乐葆 CELEBREX (CELECOXIB)	Orthopedics / Pain	
	 乐瑞卡 普瑞巴林片 <i>Lyrica</i>	Neuralgia	
	维固力® Viartiril-S 硫酸氨基葡萄糖胶囊	Orthopedics	
	利加隆® 水飞蓟素胶囊	Liver Health	

Differentiated Capabilities to Drive Success Across Our Products & Channels

1 Omnichannel Toolkit & Strategies

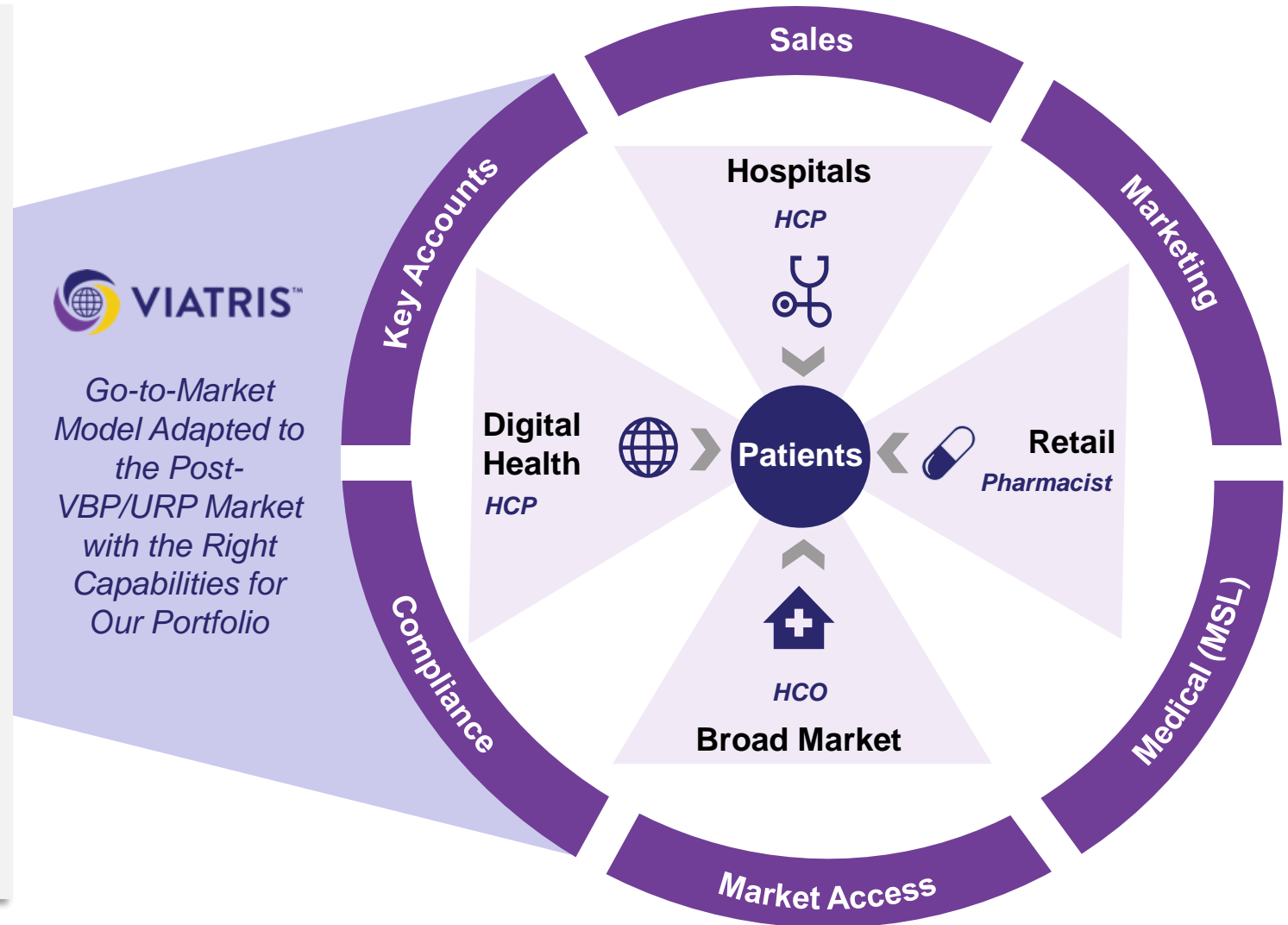
- **Omnichannel:** Hospital, Retail, Digital Health, Broad Market
- **HCP/Pharmacist engagement** via Both Online (Digital Health Platform) and Offline Channels (Hospital & Retail)

2 Boundless Cross-Functional Collaboration

- Sales, Marketing, Key Account, Broad Market Business, Market Access, Medical (MSL)
- Robust compliance system

3 Holistic Customer Engagement

- FF detailing, Meeting & Event, Sampling, etc.
- Pharmacy display, promotional activities
- Digital Health promotion activities
- Broad Market Access



Focused Future Growth in Greater China: Global Healthcare Gateway®

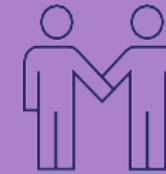
Leverage Unique Global and Local Positioning and Capabilities...

- Deep roots in China and strong partnerships with healthcare community
- Proven commercial capabilities in China and cost-efficient operating platform
- Strong capabilities in incremental innovation and global supply chain management

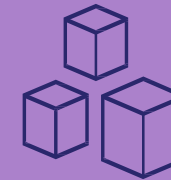


Global Healthcare Gateway®
POWERED BY VIATRIS

...To Ensure Patient Access throughout Greater China



Cultivate external partnerships and be the Partner of Choice™



Bring additional products to China in our focused areas, through partnership

Key Factors Impacting 2021 Performance in Greater China

Special Items

- Volume Based Procurement (VBP) Expansion
- Universal Reimbursement Pricing policy initiation (URP)

Headwinds

- Normalized Erosion in Hospital Channel ~Flat Excluding the impact of VBP and URP

Tailwinds

- High Unmet Need Volume Expansion
- Growing Healthcare Consumerism
- Growth in Retail Channel
- Revenue and Cost Synergies

Building Blocks to Drive Growth in Greater China

Near-term

Medium- to Long-term

1

Integrated and Restructured to Capitalize on Market Shift, as well as Capture Synergies

- Prospectively adjusted our go-to-market model in response to VBP and to capitalize on growth in retail sector
- Complete integration and operating effectively as one Company to realize the planned synergies

2

Transform Business Model to Drive Growth in Existing Portfolio

- Integrated team with deep experience of legacy businesses and a robust toolkit of capabilities will be leveraged to drive the new business model and channel focus
- Omnichannel business model leveraged to maximize the current portfolio

3

Rapidly Introduce Legacy Mylan Portfolio and Incremental Innovations

- Re-launch legacy Mylan products to maximize channel & customer synergy
- Rapid launch of new R&D programs to bring more products into China
- Line extensions to leverage strong brand equities in cardiovascular and erectile dysfunction
- Build consumer health portfolio



Break







Leveraging Our High-Quality Operations Platform



Sanjeev Sethi
Chief Operating Officer

A Powerful Platform Well Positioned to Deliver on Viatrix' Strategy

Providing **ACCESS** to High Quality Trusted Medicines Regardless of Geography or Circumstance

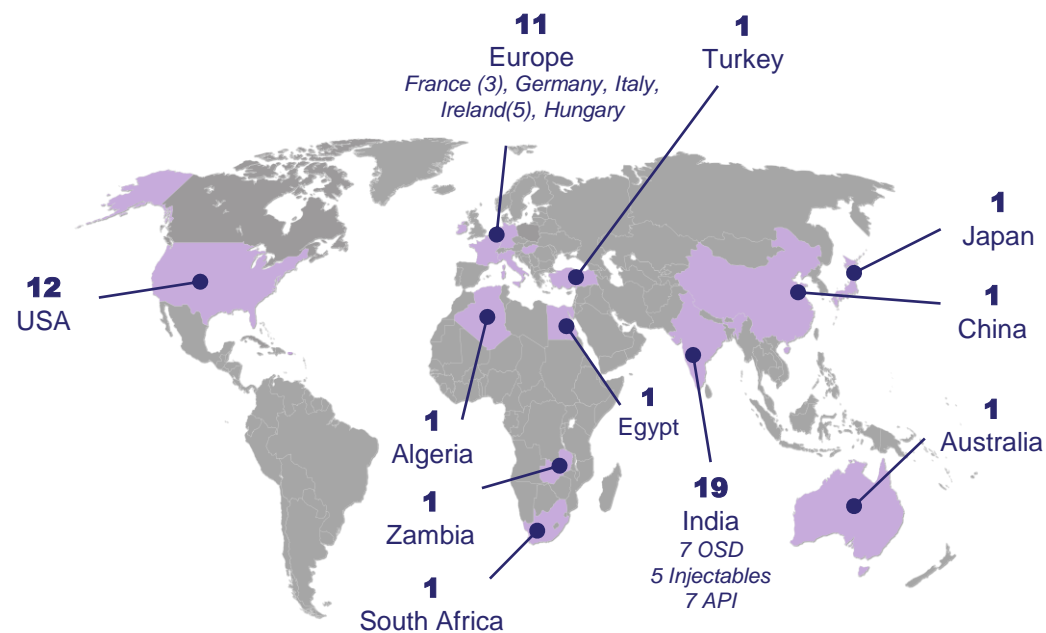
 <p>Customer Oriented Flexible Network</p>	 <p>Ensure Supply Continuity</p>	 <p>COGS Competitiveness</p>	 <p>Manage Strategic Partnerships</p>	 <p>Continued Focus on Quality & Compliance</p>	 <p>Ensure Safety & Sustainability</p>	 <p>Experienced Leadership Team</p>
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**Diversified Global Infrastructure and Expertise to Manage Complexity,
Respond Quickly and Ensure Supply Continuity**

Customer Oriented Flexible Network: Flexibility and Proximity to Customer

Global Manufacturing Network with ~50 Sites¹

Global Scale, Local Presence



Proximity to Market

Global sites qualified to supply globally and locally

Regional manufacturing and packaging sites enabling benefits of centralization, while allowing rapid regional supply

Local manufacturing in markets that have unique in-country requirements (e.g., China, Africa, etc.)

“Last mile” distribution presence in 60+ countries with over 190 DCs

Flexibility to Meet Customer Needs

- Ability to supply markets with varying sizes - large developed markets (e.g., US) to smaller emerging markets
- Flexibility in volume of units, dosage size and packaging to meet country specific patient needs

Enhanced Agility and Capability to Capitalize on Local Market Opportunities

¹Data as of December 31, 2020 and does not include impact of previously announced global restructuring program

Best-in-class Manufacturing Capabilities to Deliver on Customer Needs

Breadth of capability and capacity across all dosage forms



Immediate Release & Complex Oral Solids

- Immediate & Modified Release Tablets and Capsules
- Multi-layer and Orally Dissolving Tablets
- Wurster Coating
- Spheronization
- Hot-melt Extrusion
- OROS / Laser-drill Technology



Respiratory

- Nasals
- Dry Powder Inhalers
- Metered Dose Inhalers



Topicals and Transdermal patches

- Transdermal Systems
- Oral Thin Films
- Liquid Bottles
- Nasals
- Aerosols and Foams
- Topicals, e.g., Creams, Gels, Ointments



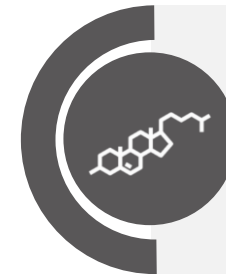
Biosimilars & Insulin Analogs

- Monoclonal Antibodies / Fusion Proteins
- Microbial Cell Proteins
- Insulin Analogs
- Sterile Product Fill and Finish
- Device Assembly and Packaging



Sterile Injectables

- Small & Large Parenteral Vials
- Lyophilized Vials
- Liposomal Dispersion
- Polymeric Microsphere
- Ampoules
- Bags
- Long Acting Injectables



API

- Dedicated Peptides Facility
- Dedicated Iron Complexes Facility
- Dedicated Facility for High Potent Active Ingredients
- Equipped with Solvent Recovery System and comply to Zero Liquid Discharge

~80B Dose Capacity Offers Unparalleled Manufacturing Scale to Service Patients Across the World

Data as of December 31, 2020 and does not include impact of previously announced global restructuring program

Ensure Supply Continuity: Servicing Our Key Markets¹

	 USA	 France	 Italy	 Japan	 China	 Emerging Mkts
 In-country Manufacturing	✓ 12 sites	✓ 2 sites	✓ 1 site	✓ 1 site	✓ 1 site	✓ 5 sites
 In-country Packaging	✓ Integrated + Dedicated Unit Dose	✓ Integrated + Dedicated	✓ Integrated Pkg	✓ Integrated Pkg	✓ Integrated Pkg	✓ Integrated Pkg
 In-country Distribution	✓	✓	✓	✓	✓	✓
 In-country Resources Supply Chain, Regulatory, Quality, Medical, Sourcing, PSRM	✓	✓	✓	✓	✓	✓
 Additional Supply Sources	✓ 14 Internal Sites ~90 3P Sites	✓ 17 Internal Sites ~200 3P Sites	✓ 18 Internal Sites ~160 3P Sites	✓ 2 Internal Sites ~65 3P Sites	✓ ~10 3P Sites	✓ 22 Internal Sites ~170 3P Sites

All Major Markets are Well Supported with Local and Global Resources to Ensure Reliable Supply

¹Data as of December 31, 2020 and does not include impact of previously announced global restructuring program

Ensure Supply Continuity: Resilient, De-risked Supply Chain Delivering Reliable Customer Service

~95%

Customer Service

Delivery in full and on time

20

Countries supply top 100 products from 80 different locations

Many products registered at multiple sites, offering risk mitigation and flexibility to meet demand

~50%

of top 100 products dual-sourced for API and/or finished product

~40%

of top 50 revenue products supplied by key strategic partners Pfizer, Abbott, TRC, Biocon

60k

Customers

20M+

Deliveries to Customers in 2020¹

Daily Deliveries:

- Pharmacies
- Hospitals
- Wholesalers

~600

Third parties augment internal capacity and capabilities

18

Countries supply API for top 100 products

¹Represents Viatris 2020 performance. Data as of December 31, 2020 and does not include impact of previously announced global restructuring program

COGS Competitiveness



Network Rationalization (~15 Sites)

- Optimize surplus capacity
- Respond to changing market dynamics
- Consolidating our manufacturing network for commodity products



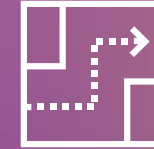
Procurement Scale

- Ensure supply continuity
- Drive spend efficiency



Vertical Integration

- Enable end-to-end control on supply
- Drive continuous process improvement
- Protect margins



Centralization through COEs

- Leverage efficiencies in transactional work
- Reduce redundancies



Efficiency Enhancements

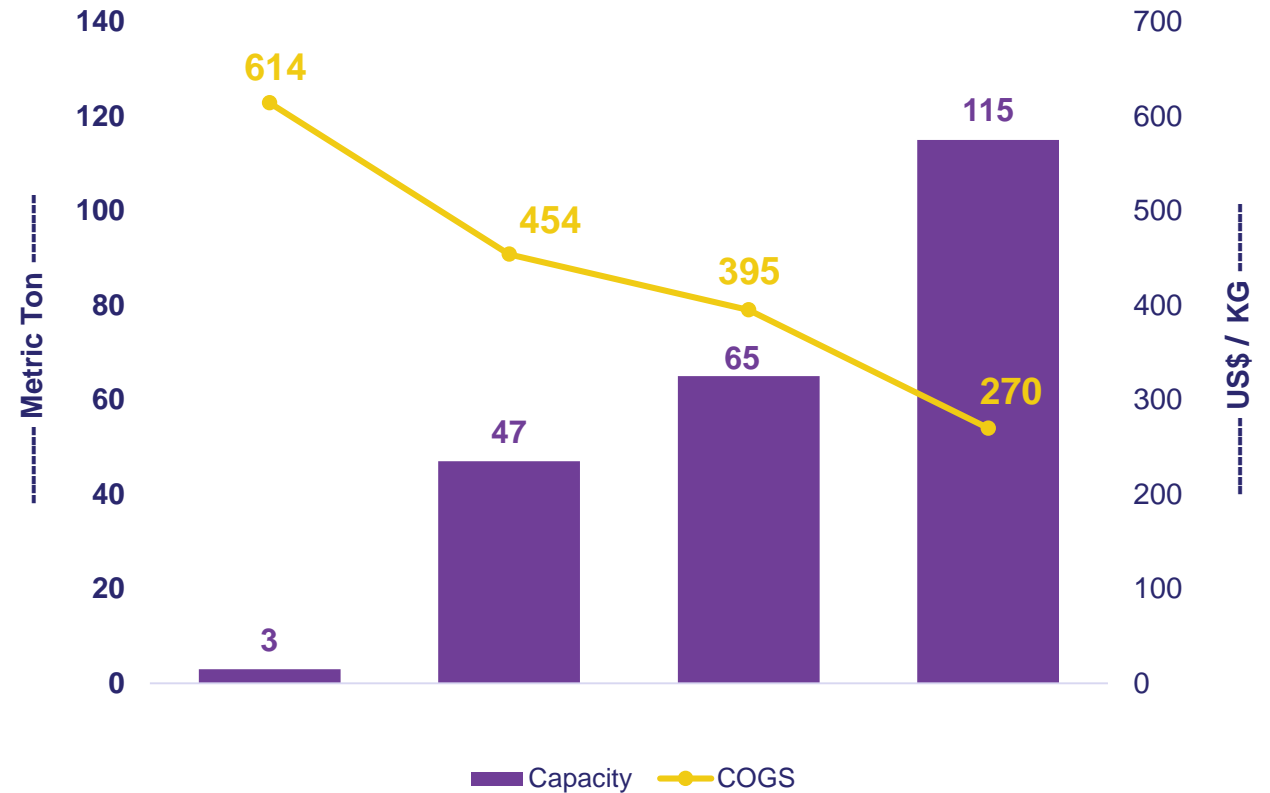
- Automate manufacturing and QC lab processes
- Optimize scale of equipment

COGS Competitiveness: Vertical integration of ARVs

Managing Costs and Risk Mitigating Supplies through:

- ✓ Continuous improvement in process and chemistry
- ✓ Negotiations / qualification of alternate sources for key starting materials
- ✓ Full control over end-to-end supply chain

Case Study¹



Capacity in kg (x1,000)/year and Costs in \$/kg

¹Based on internal company data.

Manage Strategic Partnerships to Complement Internal Capability

- ✓ Complement and enhance network capability and capacity
- ✓ Leverage partner strengths to broaden portfolio and technical capabilities
- ✓ Operate in close collaboration and direct engagement to ensure effective decision making
- ✓ Share in risks, cost and commercial success

Key Strategic Partners



Select Key Products



Continued Focus on Quality and Compliance

QUALITY:





In everything we do

The first ingredient in every one of our products

Embedded throughout our Company

The fundamental point of decision-making for every product

CONTINUOUS IMPROVEMENT:

-  Leverage one integrated Quality System
-  Continue to drive a Culture of Excellence across the organization
-  Continuous investment in automation and technology to enhance key Quality systems and processes
-  Drive visibility to Quality performance through leading metrics and analytics

Continued Focus on Quality and Compliance

Broad Global Regulatory Experience and Expertise

>100 Health Authority Inspections Annually Across Our Facilities and Affiliates

AMERICAS	EUROPE	ROW

Experienced Quality Organization Efficiently Executing Globally

Safe, Environmentally Responsible and Sustainable Operations



14

Sites ISO 45001 certified for Occupational Health and Safety

19

Sites are ISO 14001 certified for Environmental Management

8

Facilities are ISO 50001 certified for Energy Management



6

Sites achieved British Safety Council 5 Star Rating

5

Sites received Sword of Honor



Occupational Health and Safety



Water Management



Waste Management



Climate Change and Clean Air

10

Sites are Zero Liquid Discharge (ZLD)

95%

Pharmaceutical waste diverted from landfills to incineration / energy recovery facilities

13

Locations have achieved zero landfill status, additional sites in progress

3.5M pounds

VOC / HAP (volatile organic compounds and hazardous air pollutants) emissions eliminated



2020 CDP Scores



Water Security



Climate Change

Protecting Our Employees, Communities and Facilities Around the World

As of December 31, 2020



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Experienced Leadership Team

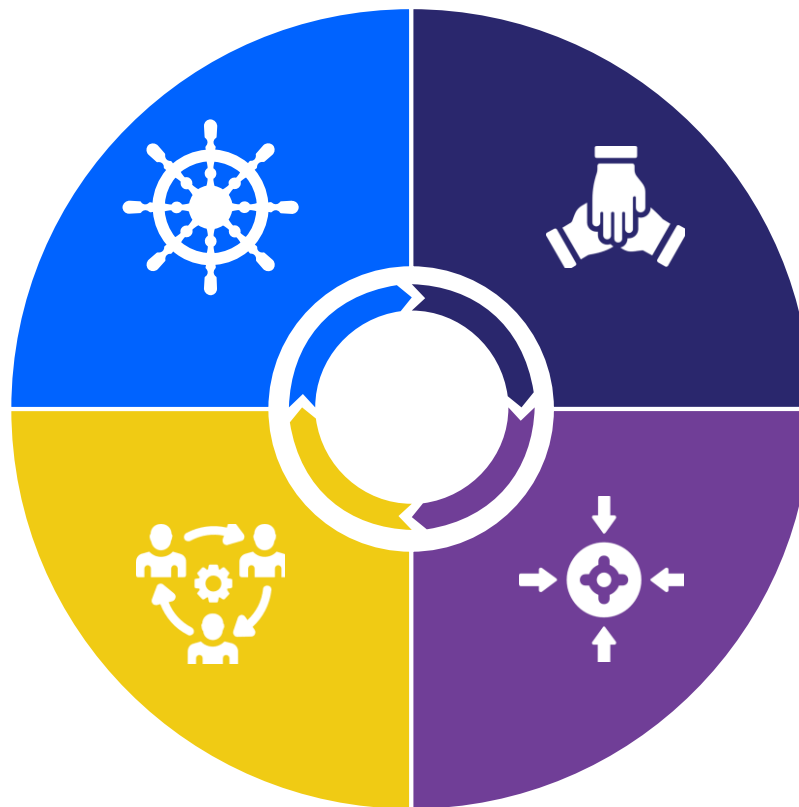
Highly Engaged and Inclusive, Performance-Driven Culture

Experienced Leadership

Average of ~25 years of pharmaceutical industry experience

Business Alignment

Optimally balance manufacturing excellence, commercial demands and R&D objectives



End to End Ownership

Manufacturing and supporting resources organized by technology, enabling focused execution and expertise

Centralized Functions

Leverage best practices and processes across the network

Focused on Execution, Operational Excellence and Financial Discipline

Purposeful Investments to Enhance Our Platform

History of Purposeful Investments in Capacity and Capabilities to Enable Efficiencies

Recent major projects

- Capacity expansion in low-cost geographies
- High speed packaging lines
- Upgraded equipment and suites across injectables facilities
- Dedicated capacity for biologics

Strategic investments planned over the next 2 years in key initiatives including:

- Complex Injectables
- Automation at our facilities
- Continuous manufacturing processes
- Capacity expansion for key products and technologies

Implementation of Best-in-Class Systems



Key Takeaways

1

Customer Oriented Diversified and Flexible Operations Platform

Resilient and De-risked Supply Network to Manage Complexity, Respond Quickly and Ensure Supply Continuity

2

3

Experienced Leadership Team with Focus on Quality, Sustainability of Operations and Continuous Improvement

Well-Positioned to Deliver Access and Growth with Best-in-Class Capabilities and Strong Strategic Partnerships

4

Utilizing Key Capabilities to Grow Our R&D Pipeline



Walt Owens
Head of Global Research & Development



R&D Strategy to Support the Viatri and the Global Healthcare Gateway® Business Model

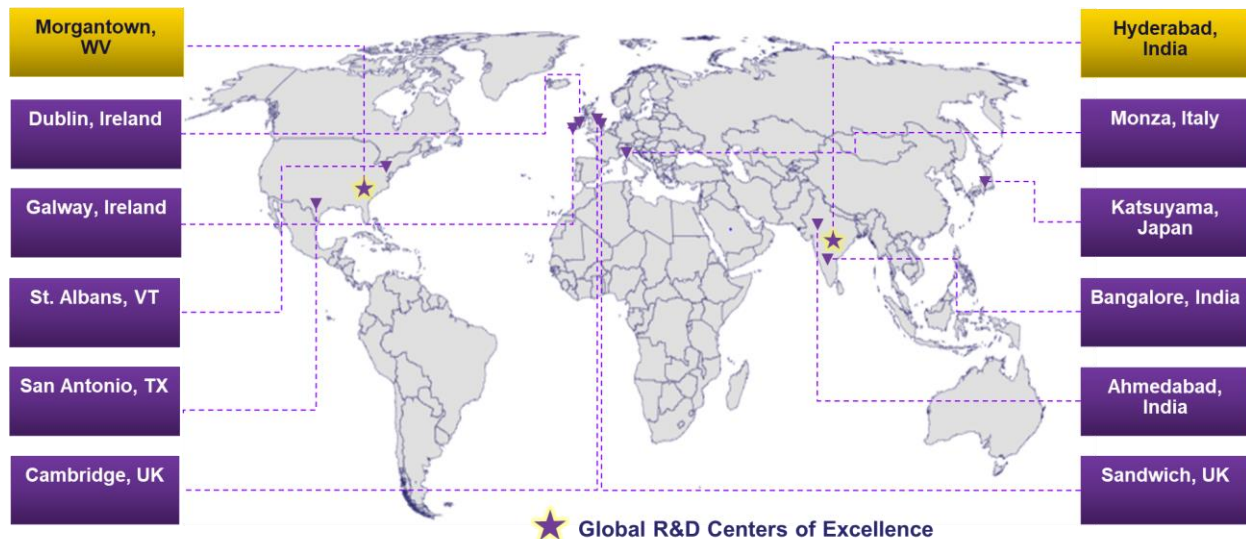
**Experienced Team,
Strong Partnerships,
and Robust
Infrastructure in
Place to Deliver Our
Growth Strategy**



- Focus on **Complex and Novel Products**, Targeting Gaps in Care
- Focus on **Biosimilars** with First-to-Market Emphasis
- Diligently Pursue **Generics Opportunities**
- Support Markets and **Expand Access** through New Submissions, including China and Japan
- Enhance Existing Products and Add Long-term Value through **Lifecycle Management**
- Ongoing **Maintenance and Compliance** of Existing Portfolio

R&D Platform Provides a Diverse, Stable and Resilient Growth Engine for Viatriis

12 R&D Centers Worldwide 24 x 7 Global R&D¹



\$224B

Brand Value of Pipeline²

~75% of pipeline value composed of Complex Generic Products and Biosimilars

~55

Markets with In-country Regulatory

Expertise across all development stages and product types including prescription, OTC, and cosmetics

~3,000

R&D and Regulatory Workforce¹

Robust in-house skillset including science & engineering, regulatory, clinical and manufacturing

80+

Complex Clinical Studies (Phase 1-4) over the past 5 years

~800 Standard Bioequivalence Studies

Deep R&D Expertise Across Multiple Dosage Forms



Immediate Release & Complex Oral Solids



Topicals and Transdermals



Sterile & Complex Injectables



Respiratory



Biosimilars & Insulin Analogs



API



DEVICE

History of Success: Well-Positioned to Continue to Deliver Complex and Novel Products



Proven Track Record*

Complex Injectables

- ✓ Glatiramer Acetate Injection (Copaxone)
- ✓ Paliperidone PFS 3M (Invega Trinza)

Novel Products

- ✓ Yupelri (Revefenacin)
- ✓ Symfi (Fixed Dose ARV)

Drug and Device

- ✓ Wixela Inhub (Advair)
- ✓ Insulin Glargine (Lantus)

Passive Transdermal Patches

- ✓ Estradiol TDS (Vivelle Dot and Minivelle)

Peptides and Proteins

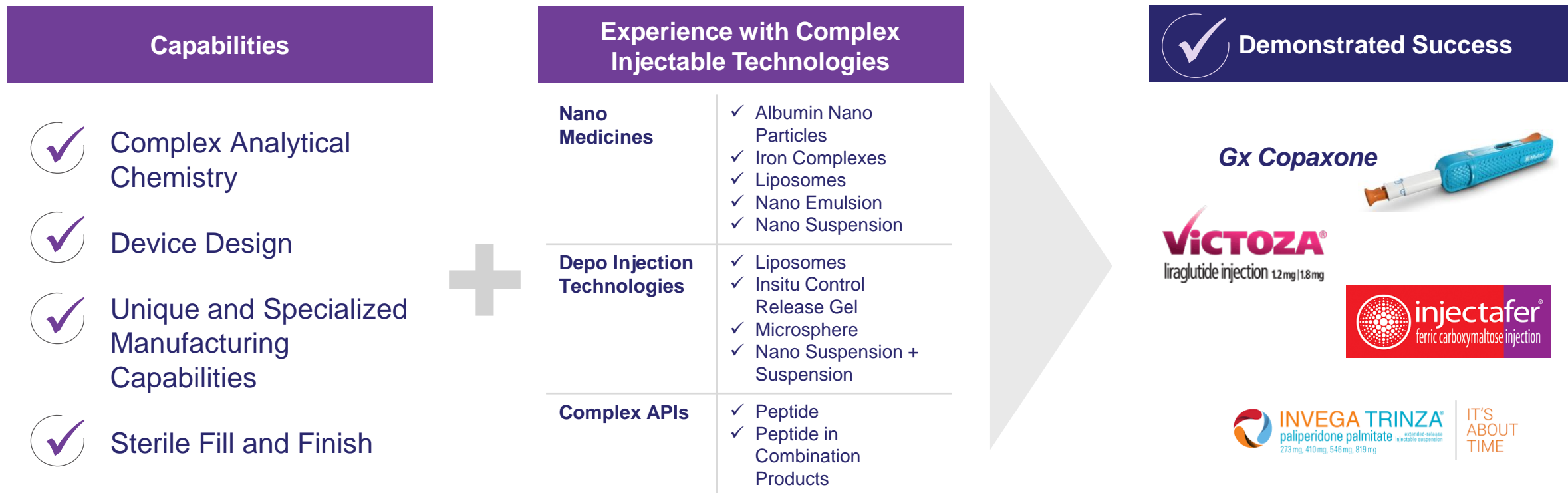
- ✓ Liraglutide (Victoza)

Inhalation Products

- ✓ Budesonide/Formoterol pMDI (Symbicort)
- ✓ Sridupla pMDI (Fluticasone/Salmeterol)

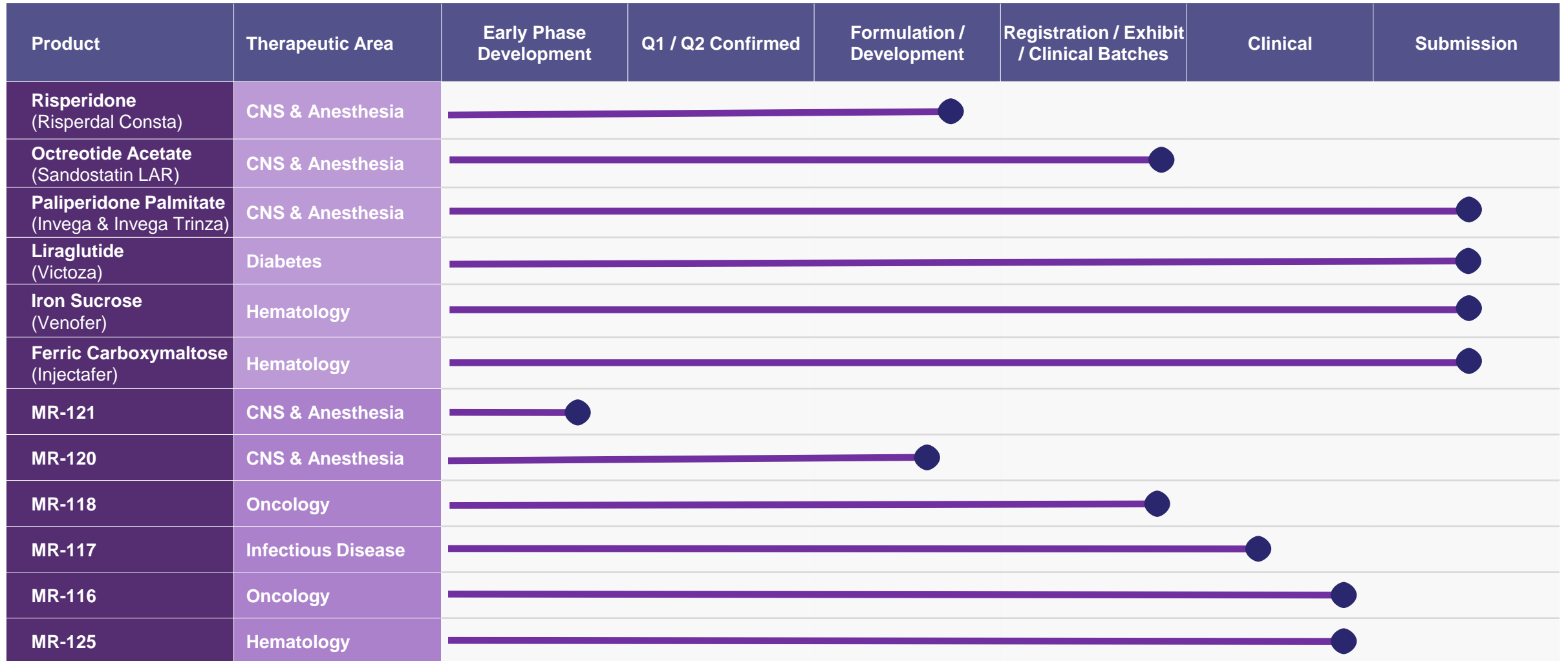
**Select examples of approvals/submissions shown – not comprehensive*

Focus on Complex Products: Proven Capabilities and Demonstrated Success in Complex Injectables



Successful Development of Products, such as Gx Copaxone, Provide a Set of Scientific Tools that have Been Deployed to Develop Additional Complex Injectable Products

Focus on Complex Products: Rich Pipeline in Complex Injectables (Status of Development Candidates)

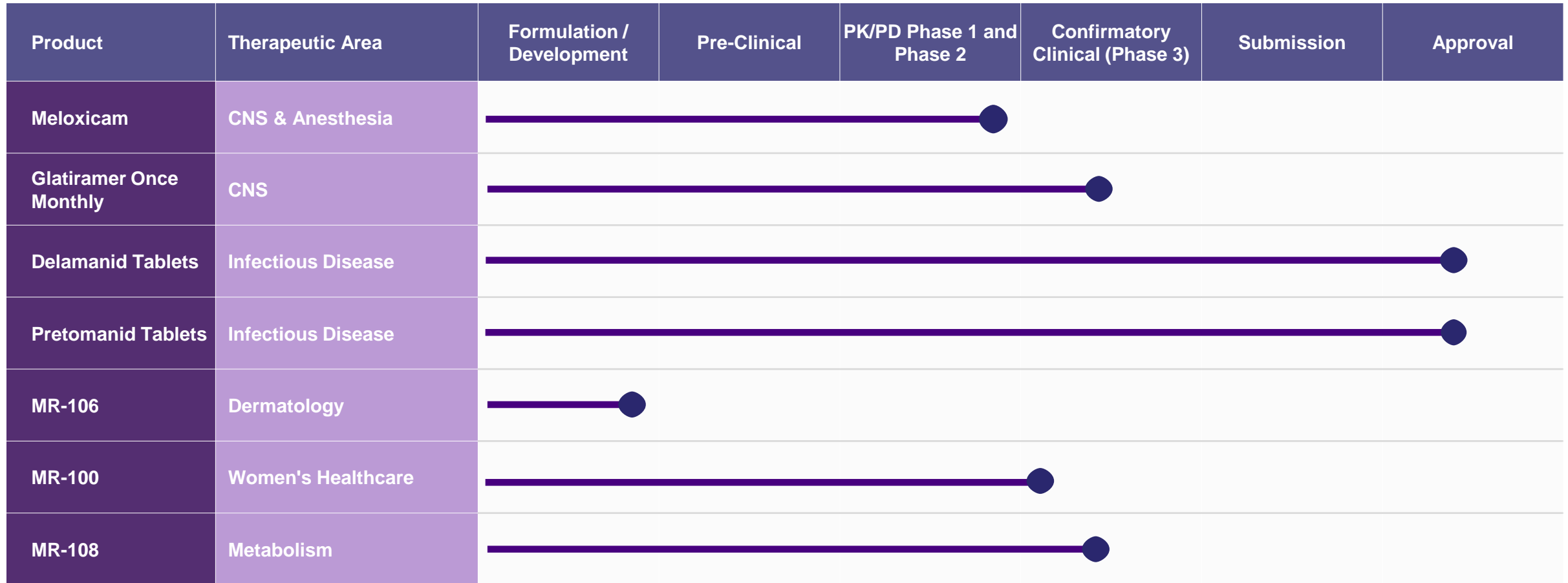


Focus on Complex Products: Proven Capabilities and Demonstrated Success in Novel Products



Drug Development Expertise Leveraging our Regulatory and Science Platform to Deliver a Broad Portfolio of Novel Drug Products

Focus on Complex Products: Select Novel Product Programs Underway and Reaching Key Milestones



Focus on Biosimilars with First to Market Emphasis: Operating Model

Biosimilars Science

Strong Internal Expertise in All Critical R&D and Operations Areas



-  Chemistry Manufacturing Controls
-  Clinical Development
-  Advanced Analytics
-  Regulatory



Partnerships

- Key partnerships for majority of portfolio
- Share risks and costs
- Leverage strengths of partners
- Niche BD opportunity to fill portfolio gaps



Therapeutic Areas

- Oncology
- Immunology
- Diabetes & Metabolism
- Cardiovascular
- Ophthalmology
- Respiratory & Allergy
- Dermatology
- Women's Health Care
- Central Nervous System & Anesthesia



Technology

- Monoclonal Antibodies / Fusion Proteins
- Microbial
- Insulin Analogs



Geographies

- Partner for key regulated markets
- Early entry into emerging markets
- BD opportunities to accelerate access in individual markets (i.e., Japan, Brazil)

Focus on Biosimilars with First to Market Emphasis: Demonstrated Scientific and Regulatory Expertise



Hertrikz
Trastuzumab for Injection

ENDULIN

Abevmy
(bevacizumab-nwgd)
Injection

Semglee
insulin glargine injection
100 units/mL (U-100)

Fulphila
0.6 mL (pegfilgrastim)

Hulio
Adalimumab

Ogivri
(trastuzumab-dkst)
Injection 420mg | 150mg

Nepexto
etanercept

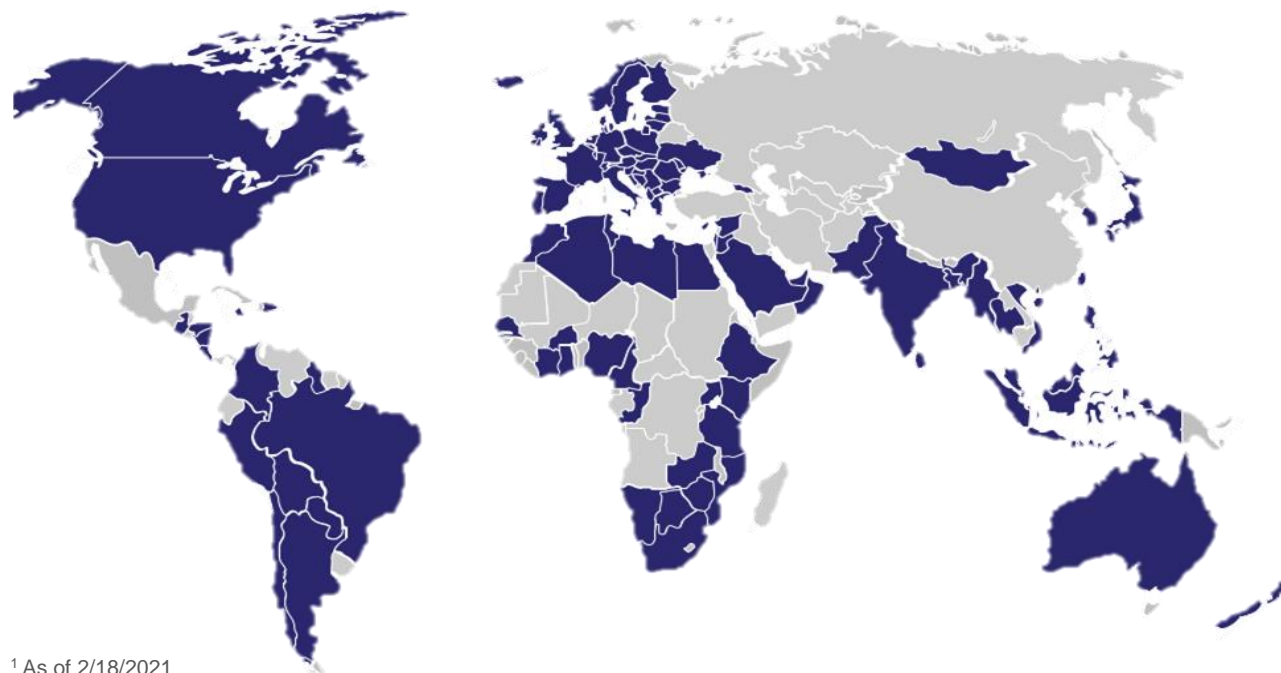
Darbepoetin BS



2013

2020

Our Biosimilar Products are Currently Marketed in 76 Countries



Molecule	# of Countries with Secured Marketing Authorizations (MAs) ¹
Trastuzumab	97
Insulin Glargine	52
Bevacizumab	10
Pegfilgrastim	56
Etanercept	33
Adalimumab	38
Insulin Aspart	27
Total	313

¹ As of 2/18/2021

Focus on Biosimilars with First to Market Emphasis: Continuing Execution of Biosimilar Programs



Focus on Biosimilars with First to Market Emphasis

17 Existing Launched & Pipeline Products (6 TAs)

\$104B+ Global Brand Sales

Existing Launched	Existing Pipeline
Humira	M615 (Oncology)
Herceptin	MR-126 (Immunology)
Avastin	MR-127 (Immunology)
Neulasta	Botox
Enbrel	Eylea
Lantus	Toujeo
Aranesp	Perjeta
	Novolog
	Humalog
	Neupogen



13
Target Products (6 TAs)

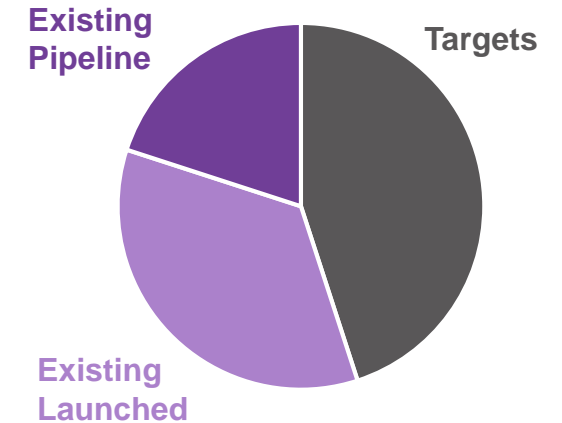
\$57B+
Global Brand Sales

Therapeutic Areas
Cardiovascular
Immunology
Respiratory & Allergy
Oncology
Diabetes & Metabolism
CNS & Anesthesia



30
Products (9 TAs)

\$161B+
Global Brand Sales



Well Positioned for Future Development in Biosimilars Yielding an Industry Leading Portfolio

¹ Reference: Global MIDAS IQVIA Sales Data, 12 Months Ending Sept 2020; Aranesp sales reference Japan only; Eylea & Botox sales reference CY 2019 sales as reported by the originator companies

Diligently Pursue Generic Opportunities



Non-commodity Products



First to Market



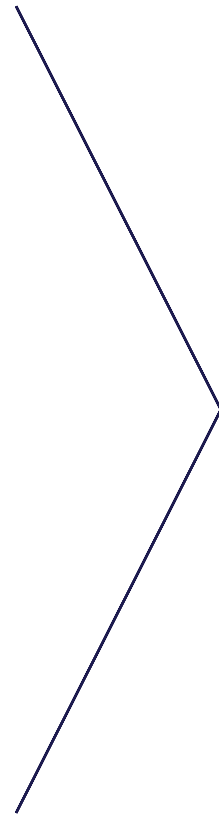
Forge New Regulatory Pathways



Difficult to Formulate



IP Legal Landscape



Realized Unique Generic Products

- ✓ Abiraterone Acetate Tablets
- ✓ Remdesivir Injection
- ✓ Heparin Injection
- ✓ Dimethyl Fumarate Capsules
- ✓ Tadalafil Tablets
- ✓ Daptomycin Injection
- ✓ Vancomycin Injection
- ✓ Erlotinib Tablets
- ✓ Mesalamine Suppository

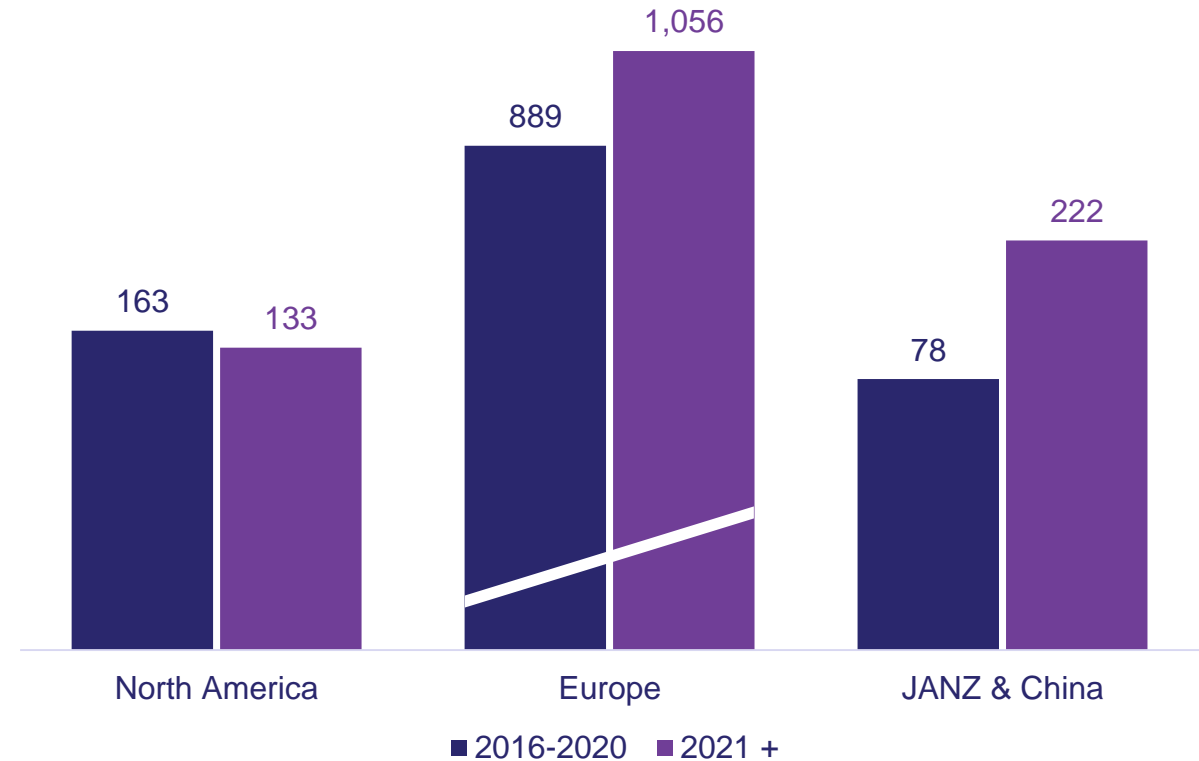
Strategically Select and Develop Products that Represent First-to-Market or Niche Opportunities

Supporting Our Largest Markets Through New Submissions

1,130 Submissions
in 2016 - 2020

1,411 Projected
Submissions 2021+

>250% Expected Increase in JANZ
and China submissions
over the next 5 years vs the previous 5 years



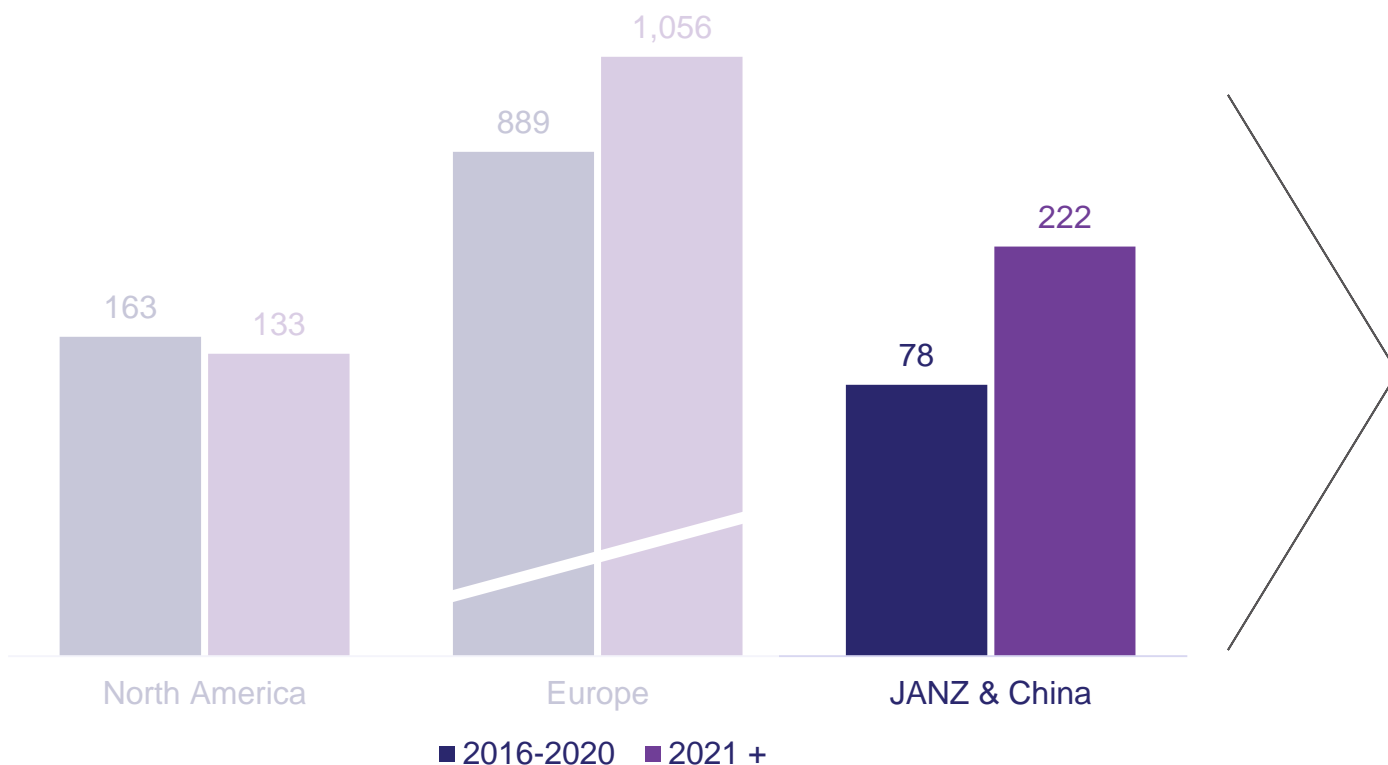
Increasing the Overall Flow of Submissions to Support Growth in Our Largest Markets

Data Based on legacy Mylan product pipeline



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Supporting Our Largest Markets Through New Submissions Japan and China



Specific Considerations for Japan & China

- Products can be unique and differ from the globally developed product
 - Strengths
 - Packaging
- These markets may require their own specific BE or Clinical studies in the respective populations to gain approval
- Control Strategies can differ significantly compared to other Health Authorities

Dedicated R&D and Regulatory Resources with Specialized Focus to Support Japan and China Markets

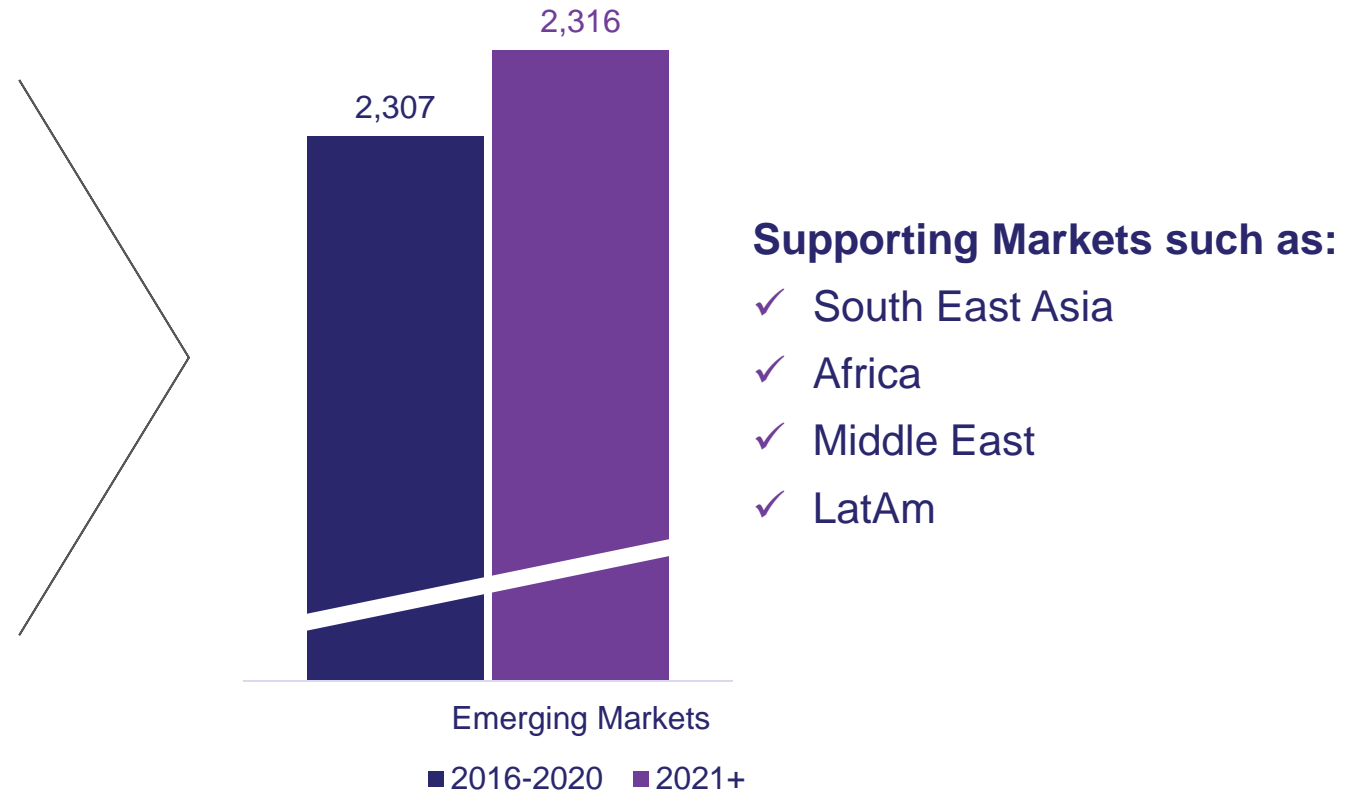
Data Based on legacy Mylan product pipeline



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Expanding Access of New Submissions to Emerging Markets through Cross-Pollination

Ability to **Leverage Science and Investment from Key Market Submissions** to Cost Effectively Geographically Expand Products into Emerging Markets



Data Based on legacy Mylan product pipeline

Increasing Access for Trastuzumab Globally

Viatri's Trastuzumab is the First U.S. Biosimilar to Herceptin Approved by FDA

\$4B+ Global Market¹

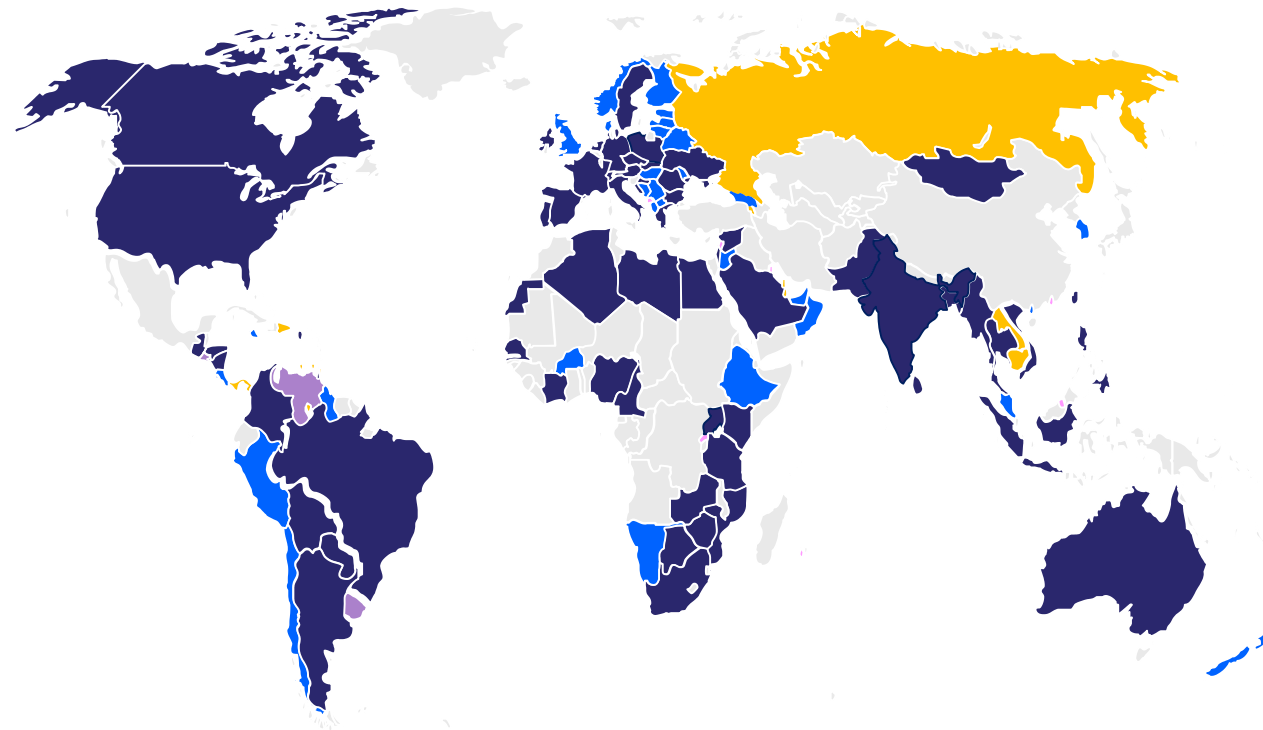
Geographical Expansion Through Regulatory Execution

97 Approvals Globally

17 Pending Approvals

21 Scheduled Submissions

Marketed in 63 Countries



- Marketed
- Approved (not yet marketed)
- Pending Approval
- Scheduled submissions

¹Based on IQVIA Brand Sales Y/E 9/20

Long-Term Value of Our Existing Brands through Lifecycle Management

Leveraging Our Science, Clinical and Regulatory Expertise to Deliver:

- ✓ Lifecycle Enhancements of Existing Products
- ✓ Ease of Use for Patients and Caregivers
- ✓ Filling Gaps in Healthcare by Targeting Unmet Medical Needs
- ✓ Returning Existing Products to Growth and Reversing Course on Erosion



SELECT LIFECYCLE MANAGEMENT EXAMPLES



Maintain Our Commitments to Regulators and Continuous Improvement of Commercial Products

Maintenance of Existing Products is an Important Aspect of Our Business to Maintain Competitive Advantages, as Well as a Regulatory Requirement

 Cost of Goods Improvements	 Product Safety and Risk Management	 Risk Mitigation & Alternate Source Qualification	 Regulatory Compliance	 Post-marketing Comments	 Publications
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Centers of Excellence for Pharmacovigilance, Technical Services, Medical Affairs, and Regulatory Operations Manage Maintenance Activities for the 30,000+ Viatris Marketing Authorizations

Identify and Manage Strategic Partnerships to Complement Internal Capability

- ✓ Complement and enhance organic capability and capacity
- ✓ Leverage partner strengths to broaden portfolio and technical capabilities
- ✓ Operate in close collaboration and direct engagement to ensure effective decision making and strategy execution
- ✓ Share in risks, cost, and commercial success

Key Strategic Partners



Select Key Products



Viatrix is a Development Partner of Choice



Another Example of Viatriis as a Proven Partner of Choice™ in Development

Depth and Breadth of Expertise Make Viatriis a Development Partner of Choice™

- Scientific Expertise
- Regulatory Expertise Globally & in Key Local Markets
- Clinical R&D Expertise Across Multiple Therapeutic Areas
- Broad & Scalable Manufacturing Capability



Successful Collaboration Case Study: Ogivri with Biocon



Fundamental Process Science
 Drug Substance Manufacture
 Drug Product Manufacture



Clinical Development
 Regulatory Execution
 Commercial Execution



Preclinical Development
 Complex Analytics
 Health Authority Engagement



Well Positioned with a Robust and Diversified Product Pipeline

\$224B Brand Value ¹	\$88B	\$32B	\$2B	\$97B	\$5B	+	\$100M - \$500M Peak Sales per Product
	OSD	Sterile Products	Topical / TDS	Biosimilar and Insulins	Respiratory		
Product Pipeline	275	106	31	25	6		
Pending Approval	964	337	25	284	40		

~75% of Brand Value of the Pipeline is Composed of Complex Generic Products and Biosimilars

Key Takeaways

1

Focus on Complex and Novel Products, Targeting Gaps in Care

2

Focus on Biosimilars with First to Market Emphasis

3

Diligently Pursue Generics Opportunities

4

Support Markets and Expand Access through New Submissions, including China and Japan

5

Enhance Existing Product and Add Long-Term Value through Lifecycle Management

6

Ongoing Maintenance and Compliance of Existing Portfolio

Focused Business Execution and Preparing for Future Growth Key Takeaways



Rajiv Malik
President

Diverse Platform Supported by Strong Capabilities, and Disciplined Management

Diversity of Geographies

- 12 markets with revenue greater than \$250M¹, of which
 - 7 markets with revenue greater than \$500M¹, of which
 - 5 markets with revenue greater than \$1B¹

Diversity of Portfolio

- No major LOEs or special events not already assumed
- Only 1 product making up more than 5% of total revenues¹

Diversity of New Product Revenue

- Expect more than 460 new launch & carryover products in 2021
- No product comprises over ~11% of total new product revenue¹

Diversity of Supply Network

- 20 countries supply top 100 products from 80 different locations
- 18 countries supply API for top 100 products
- ~40% of APIs for portfolio from suppliers outside China & India
- ~50 internal manufacturing sites with >600 3P suppliers²
- ~40% of top 50 product revenue sourced from strategic partners (Pfizer, Abbott, Biocon, TRC)

...Supported By Strong Capabilities ...

- Commercial and digital platform
- Scientific, regulatory and medical expertise
- Supply reliability and customer service
- Quality and compliance

...And Disciplined Management...

- Granular understanding of profit & analytics
- Disciplined resource allocation
- Product portfolio pruning
- Efficient operating model
- Strong performance management

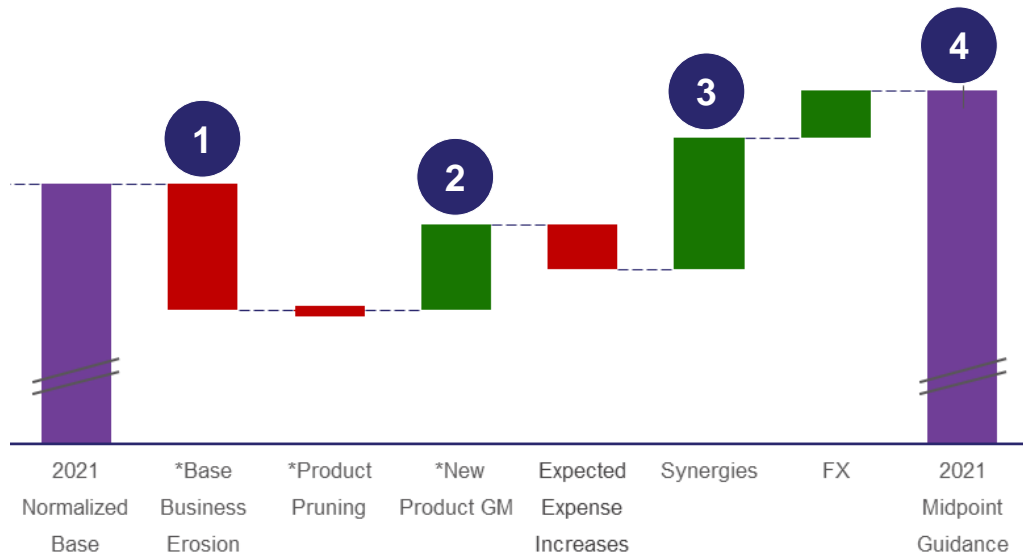
...And Executed by Our Talented Global Workforce

¹Based on 2021E Revenue. ²Data as of December 31, 2020 and does not include impact of previously announced global restructuring program

Focused Business Execution and Preparing for Future Growth

Expected Results (2021 Guidance)

2021 Adjusted EBITDA Guidance Walk



Near-term Medium- to Long-term

1 Maximize Base Business

- Diverse and resilient commercial platform and global supply chain
- Strong and evolving capabilities
- Disciplined management through granular understanding & analytical approach
- Continued commitment to quality and compliance

2 Deliver the Pipeline

- Proven track record
- Transition to Complexity, and moving up the value chain
- New product revenue projected of approximately ~\$600M per year

3 Accelerate and Realize \$1B cost synergies

- 50% in 2021, 25% in 2022 and 25% in 2023
- Continued evaluation for more opportunities

4 Prepare for future growth

Execute organic opportunities

Global Healthcare Gateway®

Note: New products defined as any new product launches in 2021, carryover impact of first 12-months of 2020 launches, and any newly acquired BD (e.g., Aspen); Estimated results are preliminary and subject to change and actual results may differ materially from the preliminary estimates provided - see slides 4 – 5; for non-GAAP measures, see slide 6; *Represents the YoY Gross Margin Impact.

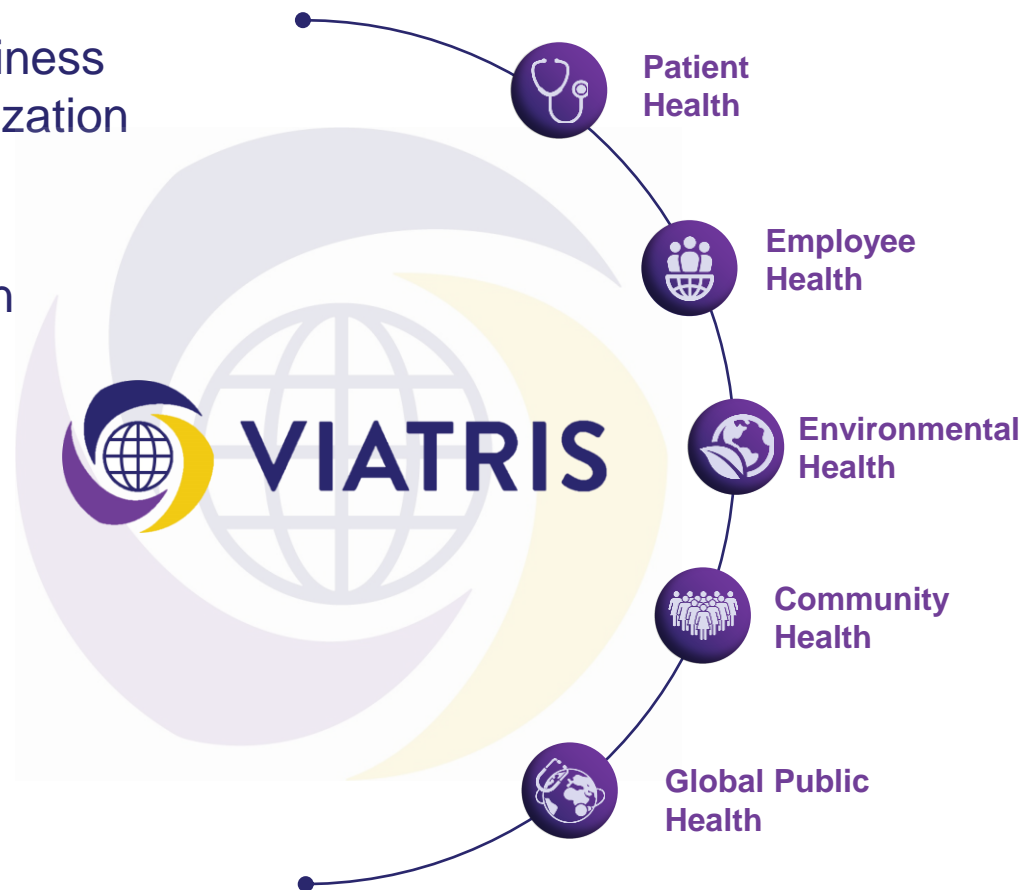


Fundamental to Our Mission: Our Commitment to Sustainability



Lara Ramsburg
Head of Corporate Affairs

Fundamental to Our Mission: Our Commitment to Sustainability



Emphasis on Sustainability is Embedded within Our Organization

Access



A powerful global platform to create sustainable access to medicine and **empower people worldwide to live healthier at every stage of life.**

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

165+
countries and territories

Portfolio that treats
9 of 10
WHO leading causes
of death²

80+ billion
doses
annual production capacity¹

200+
medicines on
WHO Essential
Medicines List²

Countries where we
market biosimilars

>70
1,400+
approved molecules across broad
range of therapeutic categories

NCD
Leadership
across access and
education initiatives

World's largest supplier of
antiretrovirals by volume
Reach 5x's
as many HIV patients as
originators combined³

¹Internal management data as of November 2020 and does not include impact of previously announced global restructuring program ²According to the World Health Organization. For additional information, please visit: <https://extranet.who.int/prequal/> ³IQVIA data as of February 2021. All other data as of November 2020

Emphasis on Sustainability is Embedded within Our Organization

Leadership



Dedicated to *quality in everything we do*, including how we manage resources to mitigate climate change, minimize waste and protect water.

Advancing sustainable operations and innovative solutions to improve patient health.

100%
of facilities with GMP, GCP & GPP compliance management systems¹

+260%
increased renewable energy use in India and Ireland

~16%
decreased Scope 1 & 2 Greenhouse Gas (GHG) emissions intensity ratio

↓15%
water supply intensity ratio decline

13 zero waste to landfill facilities

10 zero liquid discharge facilities

↓21%
total recordable incident rate (2020)

700
GMP Audits by Global Quality at own facilities and suppliers (2020)

¹Viatriis Data. Unless otherwise indicated, data presented from *2015-2019 and represents Mylan legacy achievements.

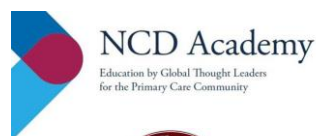
Emphasis on Sustainability is Embedded within Our Organization

Partnership



Partner with more than 60 organizations around the world to **advance and amplify our impact** through a focus on access to medicine, disease awareness and screening, healthcare provider education and support as well as responsible operations.

Leveraging our collective expertise to connect people to products and services.



Leveraging Our Strong Foundation to Fulfill Our Mission

Board and Management Oversight

- Board oversight of management’s CSR efforts via the Risk Oversight Committee; holistic enterprise-wide approach to risk management
- Active Leadership Team engagement; cross-functional internal Advisory Committee to ensure global coordination and focus
- Policies and procedures supporting responsible business practices (i.e., Codes of Business Conduct and Ethics, Supplier Diversity Program, Supplier Code of Conduct, etc.)
- We support the UN Global Compact and are committed to the UNGC corporate responsibility initiative and its principles in the areas of human rights, labor, the environment and anti-corruption
- We support the Global Sustainable Development Goals for 2030



FTSE4Good*



EURONEXT

INDICES WORLD120



V.E. **
VIGEO.EIRIS



2020 CDP Scores



Water Security



Climate Change

MSCI
ESG RATINGS





*Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices
 ** Mylan was included in Euronext Vigeo World 120 and Euronext Vigeo US 50 until the combination with Upjohn to form Viatriis. Viatriis has not yet been assessed.
 ***As of 2020, Mylan received an MSCI ESG Rating of BB. Viatriis has not yet been assessed.

Leveraging Our Strong Foundation to Fulfill Our Mission

Employees

The **Viatrix Way** is how we are building a performance-driven, highly inclusive and engaging organization through all aspects of the employee experience



Performance
Process



Compensation
& Benefits



Internal
Opportunities



Diversity
& Inclusion



Mobile-Remote
Work



Learning &
Development



Engagement &
Recognition



Wellness

We Value Our Workforce and Strive to Enable Each Employee to Reach Their Full Potential

Expanding Our Impact Across Priority Areas – Current Spotlights

NCD Academy



- ✓ Founding sponsor of the **NCD Academy**, in partnership with the American College of Cardiology, the World Heart Federation and the NCD Alliance to provide educational resources to frontline health workers, especially in rural areas
- ✓ Launched new oncology trainings on World Cancer Day

HIV/AIDS Pediatric Focus



- ✓ Tentative FDA approval under PEPFAR for **pediatric formulation of Dolutegravir**
- ✓ **Partnership with Unitaid and Clinton Health Access Initiative** announced on World AIDS Day to expand access

Sesame Workshop



- ✓ Global partnership with **Sesame Workshop** to help children and care takers dealing with socioemotional impact of COVID-19



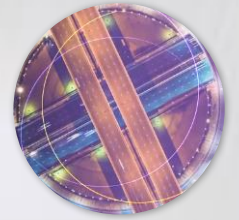
Strong Commitment to Our Patients, Employees and Communities Amidst Continued COVID-19 Pandemic

Clear Path and Commitment to CSR Program Expansion



✓ **Continue to Expand Our Actions and Commitments**
Including sustainability-focused memberships, board and company policies (i.e., Diversity & Inclusion, etc.)

Establishment of Relevant Data Baselines and Long-Term Goals
Following completion of restructuring assessment



TODAY

2021

2022

✓ **Priorities Assessment Process Underway**

Intended to solidify Viatris' goal priority areas and initiatives



Publication of Inaugural Viatris Sustainability Report
Increasing transparency

Initiate Tracking of Long-term Goals

Initial Focus areas likely to include Climate, Water & Waste, Diversity & Inclusion and Access

Key Takeaways

- 1** Strong Foundation to Deliver on Our Sustainability Strategy and Realize Our Mission
- High Level of Management and Board Commitment **2**
- 3** Defined Plan to Drive and Demonstrate Additional Measurable Progress
- Dedicated to Achieving Consistent Meaningful Impact on Key Stakeholders **4**

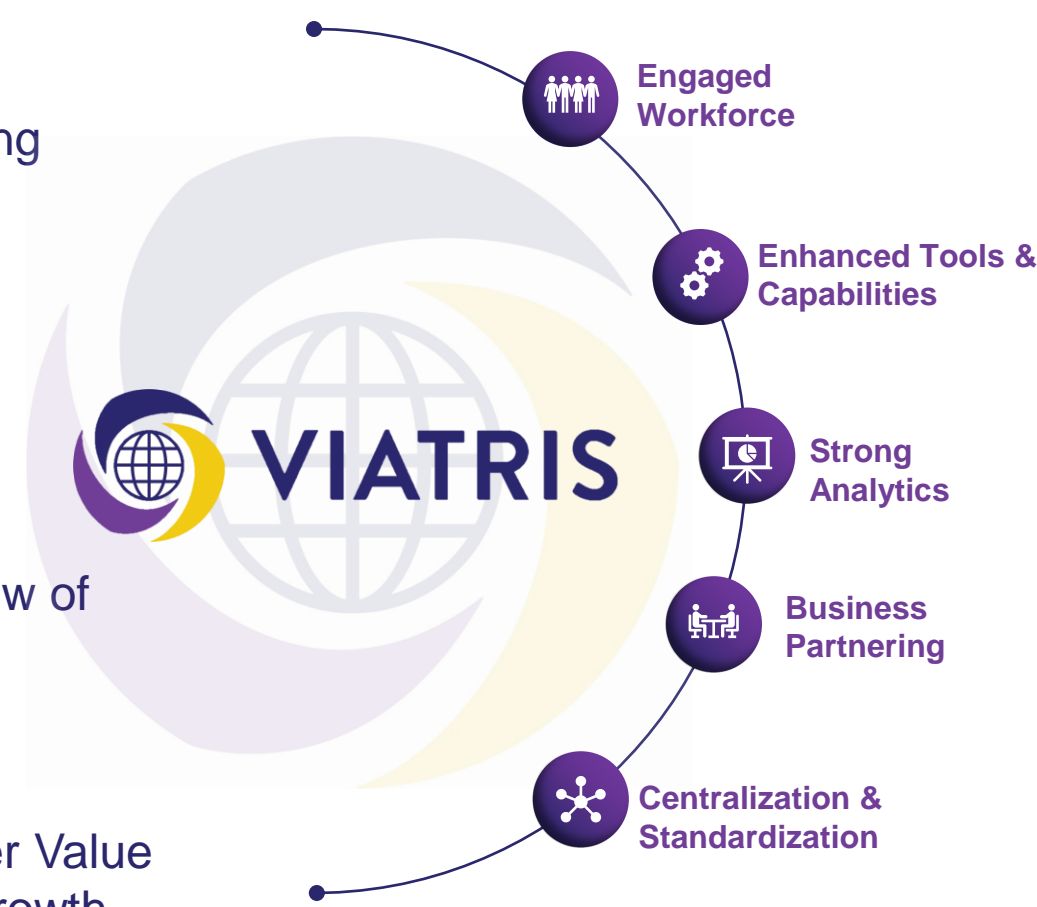
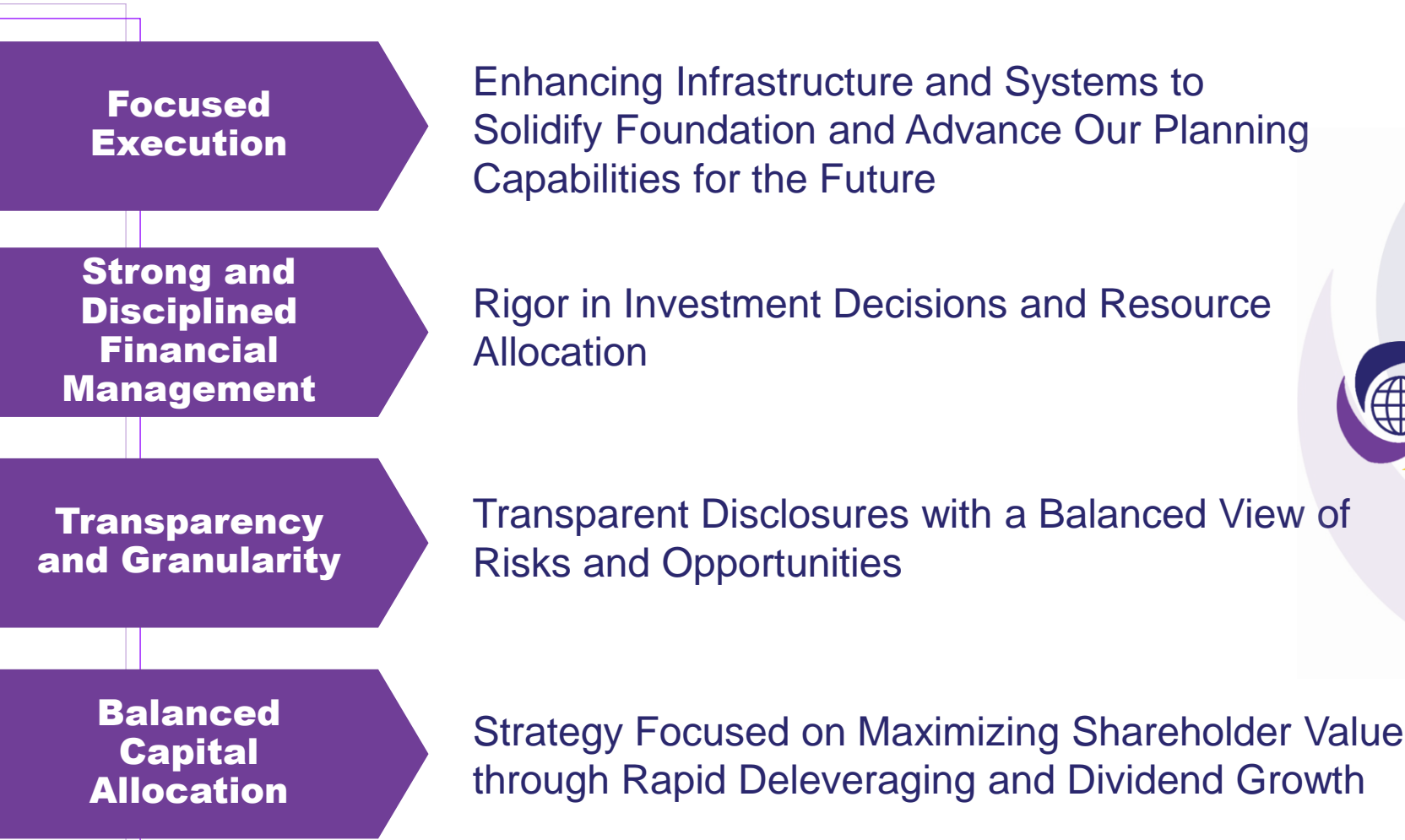
Empowering
People Worldwide
to Live Healthier
at Every Stage
of Life

Delivering on Our Financial Commitments



Sanjeev Narula
CFO

Delivering on Financial Commitments and Opportunity for Shareholder Value Creation



2021 Financial Guidance

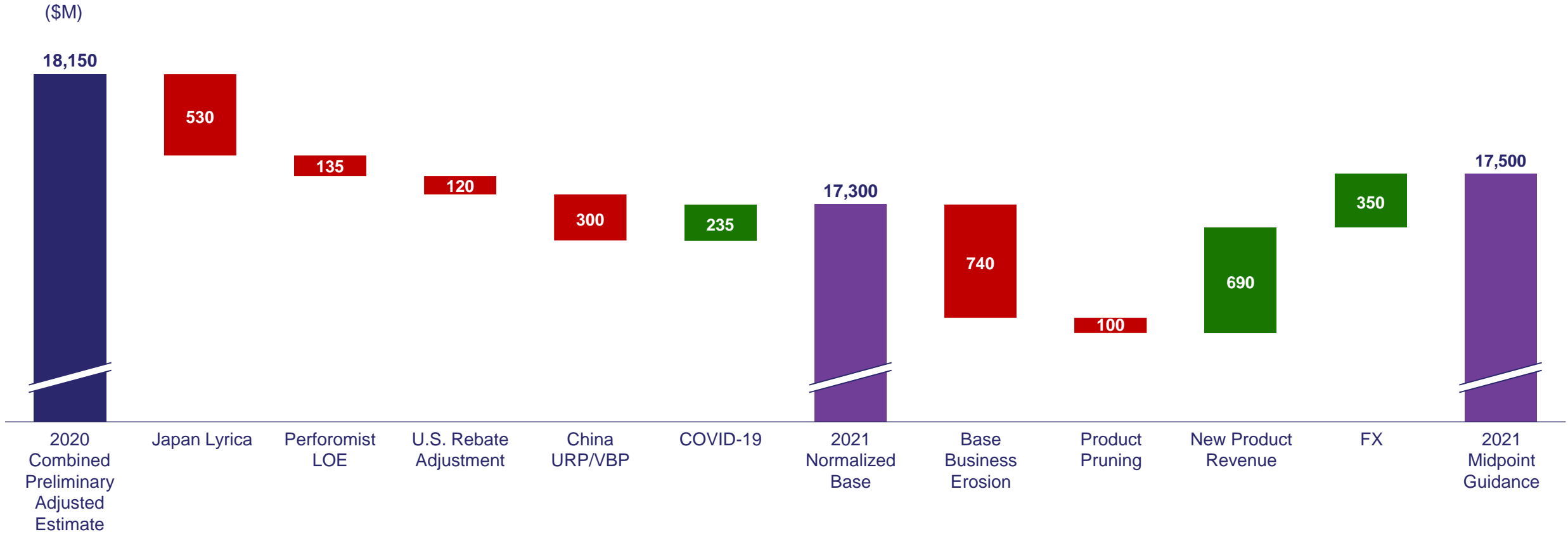
	Estimated Ranges	Midpoint
Revenue	\$17.2B - \$17.8B	\$17.5B
Adjusted EBITDA	\$6.0B - \$6.4B	\$6.2B
Free Cash Flow	\$2.0B - \$2.3B	\$2.15B¹
Key Metrics Utilized for 2021 Guidance		
Adjusted Gross Margin		58.0 - 59.0%
Adjusted SG&A % of Total Revenue		20.5 - 21.5%
Adjusted R&D % of Total Revenue		3.7 - 3.9%
Net Cash Provided by Operating Activities		\$2.65B - \$2.80B
Capital Expenditures		\$0.50B - \$0.65B
Adjusted Effective Tax Rate		18.0 - 19.0%
Shares Outstanding		1.209B – 1.213B

Note: For non-GAAP measures, see slide 6. ¹ Includes ~\$1.5B Cash Costs to Achieve Synergies and Other One-Time Cash Costs.

Key Assumptions

- COVID Continues to be a Headwind, Assumes Gradual Recovery Beginning in 2H 2021
- 3-4% Global Normalized Base Business Erosion
- China Universal Reimbursement Pricing (URP) Begins Q3 2021
- Accelerated Generic Competition for Lyrica Japan
- FX Based on Early January 2021 Rates
- ~\$500M Synergy Realization
- No New Business Development Assumed
- ~\$1.5B Cash Costs to Achieve Synergies and Other One-Time Cash Costs

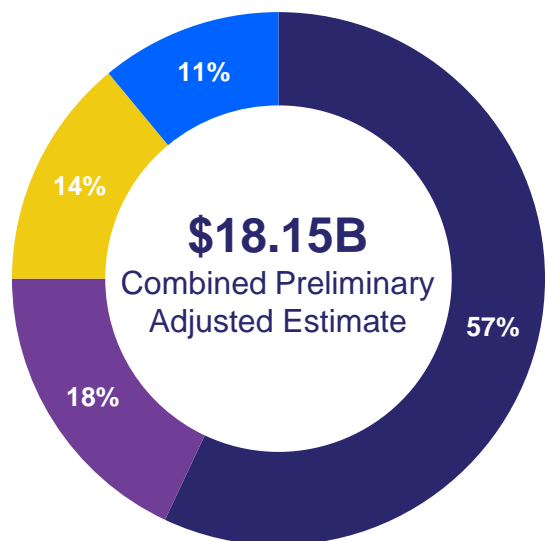
2021 Revenue Guidance Walk



Note: New products defined as any new product launches in 2021, carryover impact of first 12-months of 2020 launches, and any newly acquired BD (e.g., Aspen); Estimated results are preliminary and subject to change and actual results may differ materially from the preliminary estimates provided - see slides 4 – 5.

2021 Revenue Segment Expectations

2020



- Developed Markets (EU: 29% | NA: 28%)
- Emerging Markets
- JANZ
- Greater China

2021 Special Items

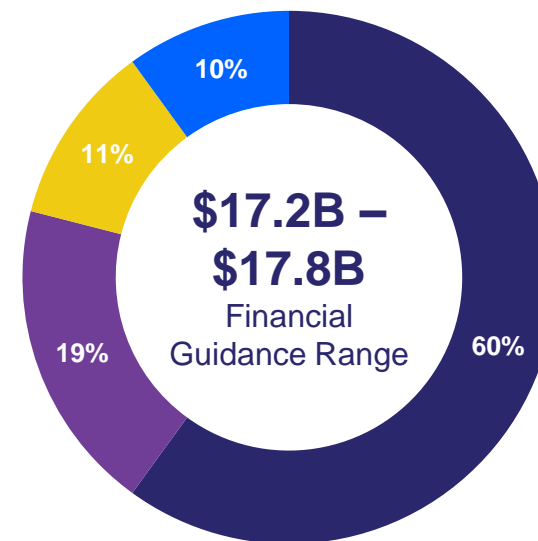
(120) bps Adjusted Gross Margin Impact

- Japan Lyrica
- Performomist LOE
- U.S. Rebate Adjustment
- China URP/VBP
- COVID-19 Recovery

Normalized Business

- New Product Revenue
- Product Pruning
- 3-4% Base Business Erosion

2021

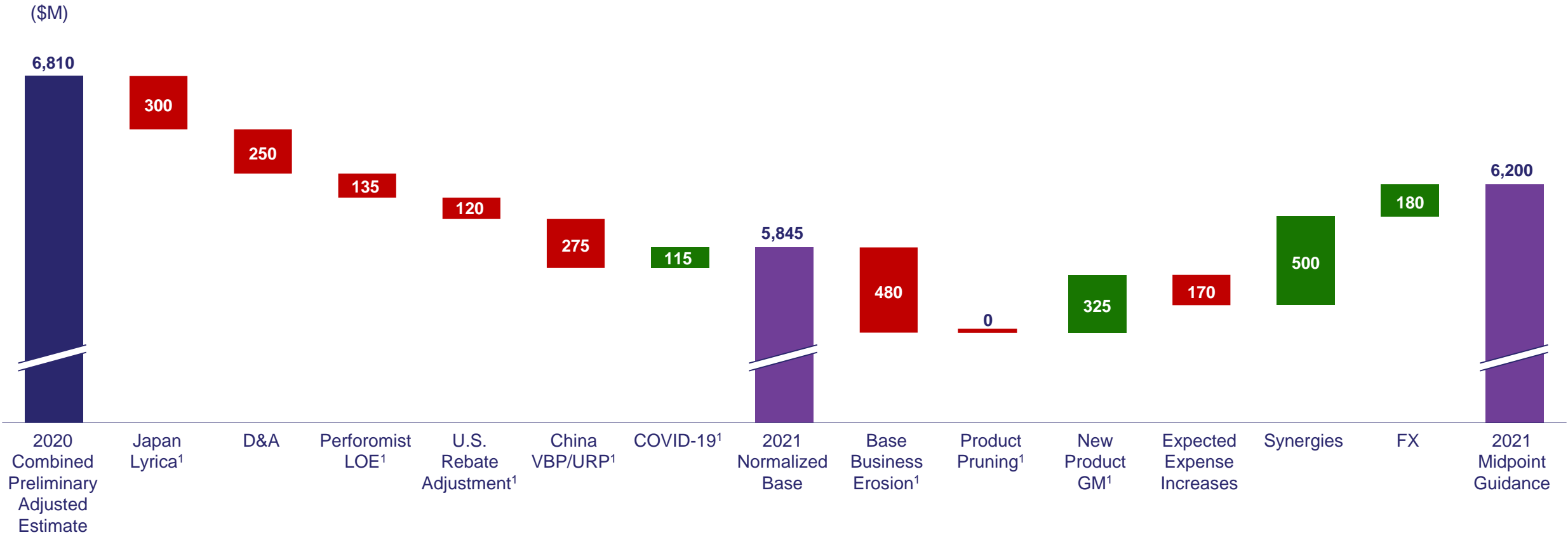


- Developed Markets (EU: 33% | NA: 27%)
- Emerging Markets
- JANZ
- Greater China

58.0% - 59.0% Adjusted Gross Margin

Note: Estimated results are preliminary and subject to change and actual results may differ materially from the preliminary estimates provided - see slides 4 – 5. Segments are preliminary, see slide 5. Percentages are provided on an estimated constant currency basis.

2021 Adjusted EBITDA Guidance Walk



Note: New products defined as any new product launches in 2021, carryover impact of first 12-months of 2020 launches, and any newly acquired BD (e.g., Aspen); Estimated results are preliminary and subject to change and actual results may differ materially from the preliminary estimates provided - see slides 4 – 5; for non-GAAP measures, see slide 6; ¹ Represents the YoY Gross Margin Impact.

2021 Free Cash Flow Guidance

(\$M)	2021
2021 Adjusted EBITDA	\$6,000 - \$6,400
Interest Expense	~\$700
Tax	~\$875
Cash Costs to Achieve Synergies & Other One-time Cash Costs	~\$1,500
Net Working Capital	~\$400
Capital Expenditures	~\$575
2021 Free Cash Flow	\$2,000 - \$2,300

\$1.5B Cash Costs to Achieve Synergies & Other One-time Cash Costs

- ~\$450M Restructuring-related Items & Other
- ~\$400M Cash Costs to Achieve Synergies
- ~\$350M Integration-related Costs
- ~\$300M Litigation & Settlements

► **2021 Cash Costs Declining Significantly in 2022 & 2023**

Note: For non-GAAP measures, see slide 6.

Financial Policy Commitments

Capital Allocation Priorities	Additional Detail
Debt Reduction	Paydown \$6.5B of debt by year end 2023 <ul style="list-style-type: none"> • \$1.1B short-term borrowings at year end 2020 • \$2.25B notes due June 2021 • \$1.9B notes due June 2022 • \$1.25B notes due January and November 2023
Leverage	Post 2023, long-term leverage target of $\leq 2.5x$ (with a range of 2.2x to 2.8x)
Dividend	<ul style="list-style-type: none"> • 2021 annualized dividend of 25% of free cash flow (Three dividend payments in 2021) • Expect dividend growth in terms of absolute dollars off of 2021 annualized baseline
Business Development	No strategic or material business development that impacts commitment to debt reduction
Share Repurchase	No share repurchase programs until the target long-term leverage ratio is at least $\leq 2.5x$

Note: For non-GAAP measures, see slide 6.

Commitment to Transparent Disclosures

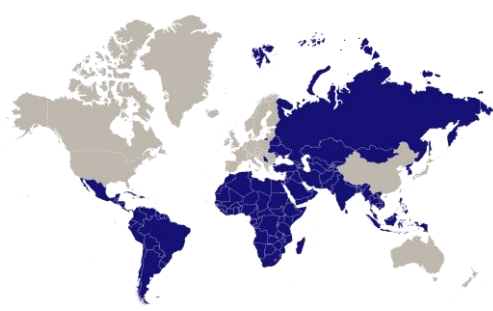
New Segments

Developed Markets

Emerging Markets

JANZ

Greater China



New Reporting

Revenue

- Brands
- Complex Generics & Biosimilars
- Generics
- Top Products¹

Segment Profitability

Revenue

- Brands
- Complex Generics & Biosimilars
- Generics
- Top Products¹

Segment Profitability

Revenue

- Brands
- Complex Generics & Biosimilars
- Generics
- Top Products¹

Segment Profitability

Revenue

- Brands
- Complex Generics & Biosimilars
- Generics
- Top Products¹

Segment Profitability

Note: Segments are preliminary, see slide 6. ¹ Exception – the Company does not intend to disclose any products considered competitively sensitive.

Finance and Business Services Architecture

Support strategic decision making, in all operations, with a balanced focus on flexibility, efficiency and granularity.



Improving Free Cash Flow



Integrated System Tools



Enhanced Granularity



Shared Services / COEs



Quarterly Forecast Rigor



Strategic Partner



Multi-year planning and forecasting

Key Takeaways

Focused Execution

Enhancing Infrastructure and Systems to Solidify Foundation and Advance Our Planning Capabilities for the Future

Rigor in Investment Decisions and Resource Allocation

Strong and Disciplined Financial Management

Transparency and Granularity

Transparent Disclosures with a Balanced View of Risks and Opportunities

Strategy Focused on Maximizing Shareholder Value through Rapid Deleveraging and Dividend Growth

Balanced Capital Allocation

Q&A



Bill Szablewski
Head of Capital Markets

GAAP/Non-GAAP Measures and Metrics & Reconciliations

Management uses adjusted EBITDA, leverage target, free cash flow, adjusted gross margin %, adjusted R&D % of total revenue, adjusted SG&A % of total revenue and adjusted effective tax rate internally for forecasting, budgeting, measuring its operating performance, and/or incentive-based awards. Primarily due to acquisitions and other significant events which may impact comparability of our periodic operating results, Viatris believes that an evaluation of its ongoing operations (and comparisons of its current operations with historical and future operations) would be difficult if the disclosure of its financial results was limited to financial measures prepared only in accordance with U.S. GAAP. We believe that non-GAAP financial measures are useful supplemental information for our investors and when considered together with our U.S. GAAP financial measures and the reconciliation to the most directly comparable U.S. GAAP financial measure, provide a more complete understanding of the factors and trends affecting our operations. The financial performance of the Company is measured by senior management, in part, using adjusted metrics included herein, along with other performance metrics. In addition, the Company believes that including adjusted EBITDA is appropriate to provide additional information to investors to demonstrate the Company's ability to comply with financial debt covenants and assess the Company's ability to incur additional indebtedness. The Company also believes that adjusted EBITDA better focuses management on the Company's underlying operational results and true business performance and is used, in part, for management's incentive compensation. Also, set forth below, Viatris has provided reconciliations of certain non-GAAP financial measures to the most directly comparable U.S. GAAP financial measures. Investors and other readers are encouraged to review the related U.S. GAAP financial measures and the reconciliations of the non-GAAP measures to their most directly comparable U.S. GAAP measures set forth below, and investors and other readers should consider non-GAAP measures only as supplements to, not as substitutes for or as superior measures to, the measures of financial performance prepared in accordance with U.S. GAAP.

Reconciliation of Preliminary Estimated U.S. GAAP (loss) for Viatris to 2020 Combined Preliminary Estimate Adjusted EBITDA
(Unaudited; in millions)

Below is a reconciliation of the preliminary estimated U.S. GAAP (loss) for Viatris to 2020 Combined Preliminary Estimate Adjusted EBITDA for the year ended December 31, 2020:

2020 Preliminary Estimated U.S. GAAP (loss) for Viatris (1)	\$ (650)
Plus:	
Preliminary estimated Adjusted EBITDA for the Upjohn Business before acquisition (2)	3,300
Preliminary estimated depreciation and amortization (3)	2,215
Preliminary estimated restructuring, acquisition related and other special items	1,440
Preliminary estimated interest, tax, litigation, stock-based compensation and other expenses	<u>660</u>
2020 Combined Preliminary Estimate Adjusted EBITDA	<u>\$ 6,965</u>

(1) Includes the impact of purchase accounting and significant transaction related costs related to closing the Combination in the 4th quarter 2020 and includes other preliminary estimated amounts, e.g. tax that may differ materially from actual results.

(2) Represents preliminary estimated Upjohn Business adjusted EBITDA for the period from January 1, 2020 through November 15, 2020 (i.e., the 2020 period prior to the closing of the Combination).

(3) Includes preliminary estimated purchase accounting related amortization

Full Year 2021 Guidance Items
(Unaudited; in millions)

	<u>GAAP</u>	<u>Non-GAAP</u>
Revenues	\$17,200 - \$17,800	N/A
Net Loss	\$(100) - \$(300)	N/A
Adjusted EBITDA	N/A	\$6,000 - \$6,400
Net Cash provided by Operating Activities	\$2,650 - \$2,800	N/A
Free Cash Flow	N/A	\$2,000 - \$2,300

Reconciliation of Estimated 2021 GAAP Net Loss to Non-GAAP Adjusted EBITDA

(Unaudited; in millions)

A reconciliation of the estimated 2021 GAAP Net Loss to Non-GAAP Adjusted EBITDA and the items excluded from Adjusted EBITDA is presented below.

Estimated GAAP Net Loss	\$ (100) - (300)
Adjusted EBITDA	<u>\$6,000 - 6,400</u>
Difference (at mid-point)	\$ 6,400

Estimated Reconciling Items:

Depreciation and Amortization	3,100
Amortization of the Inventory Fair Value Adjustment from the Combination	1,200
Restructuring and Acquisition Related Costs	1,000
Interest Expense	700
Other Items including tax expense, net	<u>400</u>
Total	<u>\$ 6,400</u>

Reconciliation of Estimated 2021 GAAP Net Cash Provided by Operating Activities to Free Cash Flow

(Unaudited; in millions)

A reconciliation of the estimated 2021 GAAP Net Cash provided by Operating Activities to Free Cash Flow is presented below.

Estimated GAAP Net Cash provided by Operating Activities	\$2,650 - 2,800
Less: Capital Expenditures	<u>\$(500) - \$(650)</u>
Free Cash Flow	\$2,000 - 2,300

Key metrics Utilized for 2021 Guidance
(Unaudited; in millions, except percentages)

	<u>GAAP</u>	<u>Non-GAAP</u>
Gross margin as a % of revenue	31.0 - 33.0%	58.0 - 59.0%
SG&A expenses as a % of revenue	24.0 - 26.0%	20.5 - 21.5%
R&D expenses as a % of revenue	3.8 - 4.0%	3.7 - 3.9%
Net Cash provided by Operating Activities	\$2,650 - \$2,800	N/A
Capital Expenditures	\$500 - \$650	N/A
Effective Tax Rate	12.0 - 16.0%	18.0 - 19.0%
Shares Outstanding	1,209 - 1,213	N/A

Key Exchange Rates Used for 2021 Guidance

Australian Dollar (\$ / AUD)	1.37
British Pound (\$ / GBP)	0.76
Canadian Dollar (\$ / CAD)	1.31
China Renminbi (\$ / CNY)	6.69
Euro (\$ / EUR)	0.84
Indian Rupee (\$ / INR)	73.76
Japanese Yen (\$ / JPY)	104.77
South Korean Won (\$ / KRW)	1,138.64

2021 Non-GAAP Financial Metrics

The Non-GAAP financial metric Adjusted Gross Margin as a percentage of Revenues excludes the impact of Depreciation and Amortization, the Amortization of the Inventory Fair Value Adjustment from the Combination and certain Restructuring and Acquisition Related Costs when compared to the GAAP Gross Margin as a percentage of Revenues.

The Non-GAAP financial metric Adjusted R&D as a percentage of Revenues excludes the impact of certain Restructuring and Acquisition Related Costs and other items when compared to the GAAP R&D as a percentage of Revenues.

The Non-GAAP financial metric Adjusted SG&A as a percentage of Revenues excludes the impact of certain Restructuring and Acquisition Related Costs and other items when compared to the GAAP SG&A as a percentage of Revenues.

The Non-GAAP financial metric Adjusted Effective Tax Rate percentage the impact of non-GAAP adjustments and other tax related items when compared to the GAAP Effective Tax Rate percentage.

Leadership Bios

Speaker Biographies



Michael Goettler
Chief Executive Officer

Michael Goettler is the CEO of Viatriis, with responsibility for the execution of the company's strategy and a focus on leveraging Viatriis' enhanced commercial capabilities in China and other key markets. He also serves on the board of directors.

Before joining Viatriis, Goettler was the group president of Pfizer's Upjohn division, the company's off-patent and generics business, and a member of Pfizer's executive leadership team. Goettler has extensive commercial leadership experience and has lived and worked in multiple markets in both Asia/Pacific and Europe. Before becoming Upjohn's group president in 2018, he served as the global president of Pfizer Inflammation & Immunology, overseeing a portfolio of inline medicines as well as late-stage, early development and research strategy, and programs spanning rheumatology, dermatology and gastroenterology.

Goettler held several other previous roles at Pfizer, including global president, Rare Disease Business, where he initiated the company's commercial move into gene therapy. He also served as senior vice president, global commercial officer and president Europe, Specialty Care. Goettler joined Pfizer in 2009 as part of the Wyeth acquisition and held a number of senior leadership roles at both Wyeth and Pfizer.

Prior to Wyeth, Goettler held a variety of senior positions at Sanofi Aventis in the U.S. and Japan, where he focused on business development, eBusiness and global marketing. Goettler began his career at Hoechst in Germany and became executive vice president and chief executive officer of Hoechst Marion Roussel Korea.

Goettler, a native of Germany, earned an M.B.A. at the University of Texas at Austin after graduating from the Koblenz School of Corporate Management in Germany.

Goettler is a member of the board of directors of PSI (Population Services International), a global health organization dedicated to improving the health of people in the developing world by focusing on serious challenges like a lack of family planning, HIV and AIDS, barriers to maternal health, and the greatest threats to children under five, including malaria, diarrhea, pneumonia and malnutrition.

Speaker Biographies



Rajiv Malik
President

Rajiv Malik is President of Viatris and a member of the company's board of directors. He has more than 36 years of experience in the pharmaceutical industry. He is responsible for the day-to-day operations of Viatris, overseeing the company's commercial business units, the Commercial Development, Medical, IT and Quality functions, as well as R&D and Operations.

Malik's unique leadership profile combines scientific, operational and commercial expertise, strong financial acumen and a global perspective on healthcare challenges.

Previously Malik served as president of Mylan, where he led the company's global commercial, scientific, operational as well as information technology and business development activities in more than 165 countries and territories. He oversaw operations that managed a portfolio of more than 7,500 products, a pipeline of approximately 1,200 products and more than 40 manufacturing facilities around the world. He also served on the Mylan Board of Directors.

Building on this experience and expertise, Malik's strategic vision and leadership played a key role in integrating Mylan and Upjohn, formerly a division of Pfizer, to form Viatris and he will play an integral role in driving the company to move up the value chain with more focus on complex science.

Throughout his time at Mylan, Malik held additional various senior roles, including executive vice president and chief operating officer from July 2009 to December 2012, and head of Global Technical Operations from January 2007 to July 2009. Malik was integral in helping to develop the strategies for the company's acquisitions over more than the past 10 years and, importantly, in the execution and integration of acquisitions. During the company's growth period, he maintained a keen focus on the innovative segments of the industry's value chain, including inhaled respiratory products, complex injectables and complex generics like glatiramer acetate. He also focused on building an industry-leading biosimilars portfolio and the development of new chemical entities (NCEs), all while ensuring a core commitment to improving patient access to medicines around the world.

Malik joined Mylan in January 2007, when Mylan acquired a controlling stake in Matrix Laboratories Limited (now Mylan Laboratories Limited), where Malik served as chief executive officer from July 2005 to June 2008.

Prior to joining Matrix, he served as head of Global Development and Registrations for Sandoz GmbH and head of Global Regulatory Affairs and head of Pharma Research for Ranbaxy. Malik earned his master's degree in pharmaceutical technology from Punjab University, India, and has more than 60 process patents to his credit.

Speaker Biographies



Sanjeev Narula **Chief Financial Officer**

Sanjeev Narula is CFO for Viatris. He oversees finance for all functions of the business as it pursues its mission to increase access to affordable, high quality medicines that empower people to live healthier at every stage of life.

Narula previously served as chief financial officer at Upjohn, where he oversaw finance for all functions of the business, including commercial, R&D, Pfizer Global Supply and other client-facing business operations functions. At Upjohn, he developed a deep understanding of financial and commercial dynamics across key geographies, including emerging markets, particularly China. He also has broad knowledge of the generic and branded pharmaceutical business, having previously served as Vice President, Finance, for Pfizer's Essential Health Business.

Narula held several other financial leadership positions during his 16 years at Pfizer and Upjohn. He also served as the finance lead for the Primary Care Business Unit, the largest commercial division at the time, and led the creation and expansion of a centralized business services unit. The unit provided services to business operations, established significant business process outsourcing operations and added new sites in Dublin, Ireland, and Dalian, China, under his leadership.

Prior to joining Pfizer, Narula held financial and operational leadership roles at American Express and Xerox. His career path has provided diversified experiences in controllership, external reporting, financial planning and analysis, business development and audit functions.

Narula holds a bachelor's degree in accounting and economics from the University of Delhi and a Chartered Accountant degree from the Institute of Chartered Accountants of India.

Speaker Biographies



Tony Mauro **President, Developed Markets**

Tony Mauro is President, Developed Markets for Viatris. In this role, he is responsible for the P&L of a \$10.5b total revenue business and collaboration with a commercial team of more than 5500 people. He oversees the commercial functions within the 35+ countries in North America and Europe with a focus on executing dynamic, market-penetrating sales & marketing strategies to maintain and grow market leadership positions within these regions. He has a passion for building a high performing operating team, driving excellence, expanding access and being a Partner of Choice to customers.

Prior to Viatris, Mauro dedicated more than 25 years to Mylan, most recently serving as Mylan's Chief Commercial Officer from 2016 to 2020, overseeing the commercial business around the world. In this role, he was responsible for leveraging Mylan's diverse portfolio, pipeline and expansive commercial infrastructure to drive business growth across the markets and channels around the globe.

In his more than 2 decades of committed service to Mylan, he held roles in several capacities of increasing responsibility. He successfully led the company's largest commercial business, as President of North America. Prior to that role, Mauro served as President of Mylan Pharmaceuticals Inc., the company's flagship generics division in the U.S.; Chief Operating Officer of Mylan Pharmaceuticals ULC in Canada; Vice President of North America Strategic Development; and Vice President of North America Sales.

In addition to this, in 2012 and 2013, Mauro served as chairman of the board of directors for the U.S. Generic Pharmaceutical Association (GPhA), which represents the world's leading generic drug manufacturers and suppliers. Prior to that he served two consecutive terms as vice chairman of the board for GPhA, now known as the Association for Accessible Medicines.

Mauro also was a member of the visiting committee at West Virginia University's Graduate School of Business and Economics, for several years where he also earned a bachelor's degree in business administration, with a specialization in finance, and a master's degree in business administration.

Speaker Biographies



Drew Cuneo
President, JANZ

Andrew Cuneo is the President of Viatri's JANZ Segment, with responsibility for the commercial business in Japan, Australia and New Zealand. In this role "Drew" is responsible for delivering on all goals of the commercial segment, including achieving financial objectives, leading the segment's talented commercial team to deliver healthcare solutions to our customers and government stakeholders, and establishing and executing on the company's strategy in the region.

Before joining Viatri's, Drew was the President of Mylan's Rest of World Segment, leading the company's business in all markets outside of North America and most EU countries. In this role Drew was responsible for executing on commercial objectives and delivering healthcare solutions to Mylan's business in more than 120 countries, including Japan, China, India, Australia, Russia, Brazil and across many other developed and emerging markets.

Before becoming Mylan's Rest of World Segment President, Drew served as the Head of Global Business Development at Mylan where he was responsible for leading the Global Business Development Team and was personally involved in leading the identification and execution of Mylan's key company acquisitions, partnerships and product licensing deals around the globe and across innovative brands, complex generics, biosimilars and in the OTC space. These transactions were an important component of Mylan's global expansion of its capabilities and commercial footprint from 2009 - 2016.

Prior to joining Mylan, Drew was an investment banker in the Global Healthcare Group at Merrill Lynch. In this capacity he led the identification and execution of transactions across the banking spectrum, including strategic advisory, M&A, IPOs, and debt and equity financing for companies in pharmaceuticals, biotech, and other life sciences companies. While at Merrill Lynch Drew got to know Mylan and helped to execute on their acquisitions of Merck KgA's Generics business and Matrix Laboratories.

Drew attended Vanderbilt University where he received a Bachelor of Arts in Economics and Psychology. In addition, Drew attended the Wharton School's investment banking institute executive training program.

Speaker Biographies



Menassie Taddese **President, Emerging Markets**

Menassie M. Taddese is a seasoned veteran of the biopharmaceutical industry with longstanding experience in business transformation, partnership creation and overall leadership. His success is attributable to his ability to identify, create and unlock value to boost performance across all levels.

Menassie is currently President of Emerging Markets at Viatris, a new kind of a healthcare company created by the merger of Mylan and Upjohn, a legacy division of Pfizer. In this role he oversees 125 markets, over 200 brands and leads a team of 3,500 people.

Prior to this role he was the Regional President of Emerging Markets for Pfizer Upjohn. Over his 23 years of experience, he has amassed a wealth of pharmaceutical industry experience covering general management, finance, treasury and commercial leadership in multiple geographies across all continents. The breadth and depth of his experience includes country, regional and global roles in global headquarters and managing multibillion-dollar businesses (both innovative and off-patent).

Menassie is a committed and inspiring leader, and a mentor to many promising professionals. He has served several terms as the Global Chair for Pfizer's Global Blacks Council and as a member of Pfizer's Diversity Worldwide Leadership Committee.

Menassie holds a bachelor's degree in Economics and Accounting from Virginia Tech and a Finance MBA from Penn State's Smeal College of Business, where he graduated with distinction.

Speaker Biographies



Sean Ni
President, Greater China

Sean Ni is President of Greater China for Viatris. He oversees the development and execution of the company's strategy in Greater China, with a particular focus on mainland China, a key strategic market for Viatris. He is responsible for all day-to-day operations of Viatris in the region, leading the 5000+ organization to drive business growth and deliver financial results

Ni is a Chinese native with over 22 years of experience in the pharma industry in both China and global markets. His diverse experience in multiple disciplines including sales and marketing, strategic planning, general management, M&A transactions and private equity investment gave him a unique global perspective and deep insight in China's healthcare industry.

Prior to Viatris, Ni served as Senior Vice President of Global Strategy, BD, and Commercial Development at Upjohn, where he was responsible for corporate strategy, business development, global marketing, pricing and channel management, commercial operations, and commercial excellence. He joined Upjohn from AstraZeneca in 2019, where he was leading the global established brands portfolio based in the US. Before that, he was the Vice president of Alliances and Business Development for AstraZeneca China and led several landmark transactions in the China pharma industry. Before AstraZeneca, Ni worked for Novartis and earlier in GSK with increasing responsibilities over the years.

Ni holds a Bachelor's Degree in Genetics and Bio-engineering from Fudan University in China, a Ph.D. in Genetics from University of Georgia, and an MBA from Emory University Goizueta Business School

Speaker Biographies



Sanjeev Sethi
Chief Operating Officer

Sanjeev Sethi is the Chief Operating Officer for Viatris and is part of Viatris' Executive Leadership Team. He oversees various functions within Viatris including Manufacturing & Technical operations, Supply Chain, Global launch management and Sourcing. He is also responsible for leading scientific affairs functions like Research & Development, Regulatory Affairs and Product Safety & Risk Management (PRSM).

A scientist at heart, Sanjeev has more than three decades of experience. He has demonstrated his scientific acumen and operational proficiency through several key leadership positions that he has held over the years.

Prior to Viatris, Sanjeev served as COO of Mylan from Mar 2019 to Nov 2020. In this role, he was responsible for global operations of Mylan covering all scientific, manufacturing and technical operations activities. With his technical expertise and hands on leadership skills Sanjeev played an integral role in executing business strategies during the company's growth period. At Mylan, he held positions of increasing responsibility, including Global Head of R&D and Scientific Affairs Jan 2007 to Jun 2013, Global head of Injectable operations from Jun 2013 to Oct 2016 and Chief Scientific Officer from Oct 2016 to Mar 2019.

Before joining Mylan, Sanjeev served as the head of Formulations Development & International Regulatory Affairs at Ranbaxy, Dy. Head of Development and Registrations for Sandoz GmbH and Head of Technical operations, Finished Dosage Forms for Matrix Laboratories.

Sanjeev holds a master's degree in Pharmaceutical Sciences from Punjab University and holds 40 international patents to his credit.

Speaker Biographies



Walt Owens

Head of Global Research & Development

Walt Owens is Head of Global Research & Development for Viatris. He oversees Viatris' Research and Development operations for all Active Pharmaceutical Ingredient and Finished Dosage forms including oral solids, semi-solids and transdermals, injectables, respiratory products, biosimilars and device design. These activities include Viatris' fully organic Research and Development as well as Viatris' partnered development programs.

Owens has served in various leadership rolls within the legacy Mylan organization and Viatris since 1994, including Research and Development, Quality, Regulatory and Operations. Owens has previously served as the Global Head of Complex Product Operations and Science as well as the Global Head of Quality. He has been involved in the development of generic and novel brand products over the course of his tenure in the pharmaceutical industry for nearly all global markets.

Prior to joining Mylan, Owens was a faculty member in the Department of Chemistry at Rice University, Houston, Texas, where he was responsible for lecturing at both the graduate and undergraduate level as well as conducting his own research in the fields of Organic Chemistry and Physical Chemistry. He has leveraged his academic background and remained active as a peer reviewer for both chemical and pharmaceutical journals and was an Adjunct Faculty member at Duquesne University's School of Pharmacy in Pittsburgh, Pennsylvania.

Owens holds a Bachelors Degree in Chemistry from Purdue University and a Ph.D. Degree in Physical Organic Chemistry from West Virginia University.

Speaker Biographies



Lara Ramsburg **Head of Corporate Affairs**

Lara Ramsburg is Head of Corporate Affairs for Viatris, with responsibility for protecting and advancing the company's reputation across stakeholder groups through strategic communications and outreach strategies aligned with the company's mission to empower people worldwide to live healthier at every stage of life.

As an industry veteran with nearly 30 years of experience helping organizations to fulfill their business objectives through purpose-driven messaging as well as internal and external stakeholder collaboration. Ramsburg is a member of Viatris' senior leadership team as her role oversees the company's Global Communications and Corporate Brand, Government Relations and Policy, and Corporate Social Responsibility functions both globally and within every region. She also chairs the company's cross-functional Corporate Affairs Council.

Previously, Ramsburg spent more than a decade at Mylan in various business leadership as well as reputation management roles of increasing responsibility, reporting directly to the CEO and the Office of the President during her tenure. This includes building the company's Global Sustainability program, where she led the release of Mylan's first UN Global Compact progress report and achieved positive increases in major external ESG rankings. Ramsburg also served as head of Mylan's Integration Governance and Execution team overseeing as many as four concurrent acquisitions representing \$16 billion in assets and accounting for over \$700 million in synergies, and prior to that led all U.S. Government Relations (state and federal) while helping to build the company's first Global Policy function. During this time, Ramsburg made significant contributions to the passage of the first change to FDA drug inspection law since 1938 and to the negotiation and congressional approval of the first-ever Generic Drug User Fee Amendments (GDUFA). In addition, during Ramsburg's time at Mylan, she also leveraged her experience and skills while serving as vice president and chief of staff within the Office of the CEO.

Prior to joining Mylan, Ramsburg was director of Communications and subsequently director of Policy for the West Virginia Governor's Office. She also worked for Rowan & Blewitt, an issue and crisis management consulting firm, and CNN News, among other professional experiences. Ramsburg has served as a member of the Sustainable Accounting Standards Board Advisory Group as well as company-liaison to the World Economic Forum. She has a Bachelor of Science in Communication from Ohio University and a Master of Science in Corporate and Professional Communication from Radford University, and has also received a certificate of continuing education in finance from the Wharton School of Business.