



VIATRIS 2020 Sustainability Report

Because good health matters to everyone, everywhere

Our Mission

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

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

We do so *via*:

Access

Providing high quality trusted medicines, regardless of geography or circumstance

Leadership

Advancing sustainable operations and innovative solutions to improve patient health

Partnership

Leveraging our collective expertise to connect people to products and services

Table of contents

Viatris: A New Kind of Healthcare Company	
Viatris at a Glance	4
About this Report.....	6
Message from Viatris' Board of Directors	7
Letter from the CEO.....	8
Our Commitment to Sustainability.....	10
Our Operating Model.....	12
Areas of Focus	
Viatris' Role in the Fight Against COVID-19	16
Patient Health	20
Employee Health.....	34
Environmental Health	42
Global Public Health.....	48
Community Health....	56
Management Disclosure & Performance Data	
Introduction	65
Patients	66
Employees	78
Environment.....	82
CSR Oversight & Compliance.....	88
Appendix.....	96
GRI, TCFD and SASB Tables.....	100

About the Cover: Colleagues around the world played a significant role in launching Viatris as a new kind of healthcare company in November 2020. Embedded within our logo, the cover design features employee "selfies" posted to social media to celebrate the arrival of Viatris.



ICONOGRAPHY GUIDE

You will see iconography throughout the report to help readers more easily navigate to and understand key concepts. These include images of hands uplifting our five areas of focus, symbolizing our collective effort to reach for additional positive impact; an icon denoting our 2020 efforts to combat COVID-19; and visual markers for information pertaining directly to our SDG commitments.

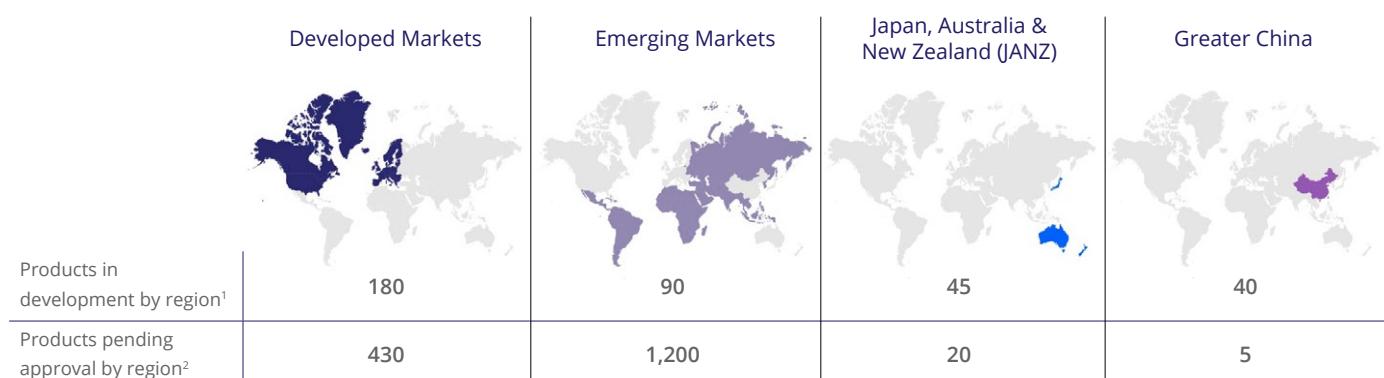


The i-icon throughout this report indicates there is additional information for a topic in section III of this report, the Management Disclosure and Performance Data section. This section provides a comprehensive description of Viatris; management, governance and organization of important social responsibility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

Viatris at a Glance

Our Company: 360° focus on sustainable access to medicine embedded within our business model

Commercial segments



Employees: Colleagues working together worldwide to integrate and build Viatris as a new healthcare company



Global Public Health: Partnerships and advocacy to expand access to medicine



Related Sources

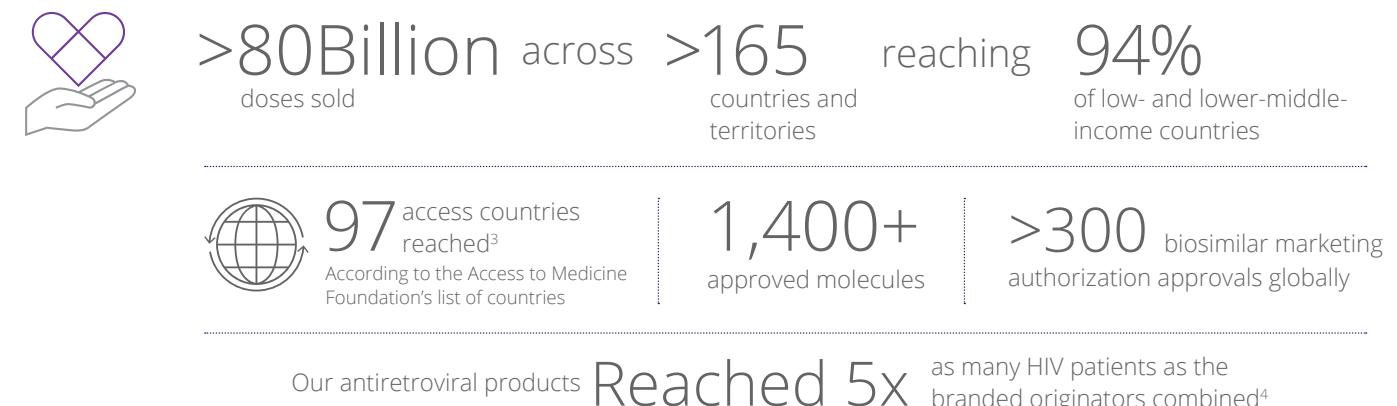
¹Numbers have been rounded, Unique Molecule + form in Commercial segment

²Numbers have been rounded, (Molecule + form + Country)

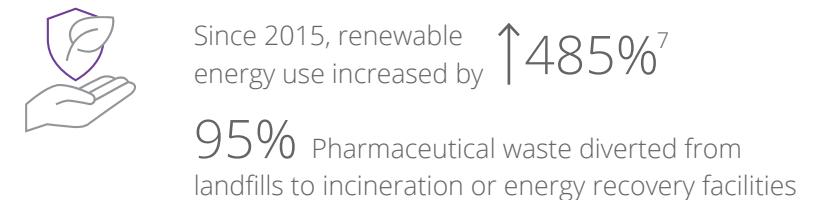
³The Access to Medicine Foundation

⁴IQVIA data as of February 2021

Patients: Medicines and services addressing many of the world's most pressing health needs



Environment: Stewardship of the natural resources entrusted to us



2020 CDP SCORES⁶

Water Security: **B**

Climate Change: **B-**

Community: Leveraging our resources to support healthcare, education and welfare



Global collaboration with Sesame Workshop to provide resources to support the social and emotional needs of families across generations and around the world during the COVID-19 pandemic



Related Sources

⁵Data as of December 2020 and does not include impact of previously announced global restructuring initiative

⁶Refers to Legacy Mylan

⁷Refers to Legacy Mylan 2015-2020

About This Report

This is the inaugural sustainability report for Viatris, a new global healthcare company that was formed on November 16, 2020, through the combination of Mylan and Upjohn, a legacy division of Pfizer. We are committed to advancing our sustainability performance and will build upon the strong foundations and established multi-faceted approach of our legacy companies. Through this publication, we aim to introduce Viatris and how our efforts across various areas of focus help us to progress on our vision. These include our impact on patient health, employee health, environmental health, global public health and community health.

The report describes work and progress during the calendar year 2020 and, given the timing of Viatris' formation, a few highly relevant updates from early 2021.

The report contains three main sections:

1. Introduction to Viatris
2. Areas of impact and highlights from 2020, which includes information about Viatris and examples of our work and progress across the two legacy organizations from 2020.
3. Management disclosure and performance information, which in some instances reflects the fact that Mylan and Upjohn were unaffiliated entities for a majority of 2020 and that the integration of these two organizations continues.

We trust that the information provided offers a useful view of our work and gives an understanding of our aspiration to form a new kind of healthcare company focused on empowering people worldwide to live healthier at every stage of life.

We are committed to annual reporting on important environmental, social and governance (ESG) matters and working to further enhance our disclosure. The content of this report is based, in part, on an issue priority assessment conducted in early 2021 with internal and

external stakeholders and is prepared in accordance with Global Reporting Initiative (GRI) Standards: Core level. This report also includes references to select Sustainability Accounting Standards Board (SASB) information and the Task Force on Climate-related Financial Disclosures (TCFD) indicators.

Viatris is a signatory to the United Nations Global Compact (UNGC) and is committed to the Compact's 10 principles related to human rights, labor, environment and anti-corruption.



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

We welcome feedback on its contents.

Certain subsidiaries are also subject to statutory sustainability reporting in the EU, following the EU Non-Financial Reporting Directive (EU NFR). This report, together with Viatris' statutory filings, is intended to fulfill our applicable reporting requirements.

Information contained in this report reflects work and progress from Jan. 1, 2020 – Dec. 31, 2020, unless otherwise noted. Reporting on other matters specific to financial performance of Viatris Inc. and our subsidiaries can be found in Viatris Inc.'s Annual Report on [Form 10-K](#) filed with the U.S. Securities Exchange Commission on March 1, 2021. Not all of the products mentioned in this report have been approved for use in all countries where Viatris has a commercial presence. The information contained in this report is not for use in product detailing or promotion.

More information on Viatris' work, policies and management processes is also available at [Viatris.com](#).

ABOUT VIATRIS

Viatris empowers people worldwide to live healthier at every stage of life. We provide access to medicines, advance sustainable operations, develop innovative solutions and leverage our collective expertise to improve patient health.

We believe in healthcare not as it is, but as it should be. Because of our unwavering belief that better access leads to better health, we leverage our best-in-class manufacturing and scientific expertise and proven commercial capabilities to bring quality medicines to patients when and where they need them.

A Message from the Viatris Board of Directors

Less than six months ago, Viatris was formed following the culmination of more than a decade of strategic work to build a global company with the depth and breadth to provide more efficient access to high-quality, affordable medicines to patients and healthcare systems around the world.

Although Viatris is a relatively new company, we are starting our journey with a steadfast commitment to corporate social responsibility and sustainable access to medicines for patients, which is engrained in our mission to empower people worldwide to live healthier at every stage of life.

With Viatris' outstanding and dedicated workforce around the globe, diverse global platform and product portfolio mix, our one of a kind GLOBAL HEALTHCARE GATEWAY® connecting more patients to products around the world, and our robust financial profile and balance sheet, Viatris is well positioned to continue to create long term sustainable value for all stakeholders – from patients and employees, to our shareholders and customers, and our communities.

It is this unique and balanced profile that establishes Viatris as a new kind of global pharmaceutical company – designed for where the healthcare industry is going — not where it has been.

We have a talented global team and an engaged Board that monitors the company's progress in such areas as access to medicines, product safety and quality, workforce diversity and inclusion, and the environmental impact of our operations, among others on a regular basis.

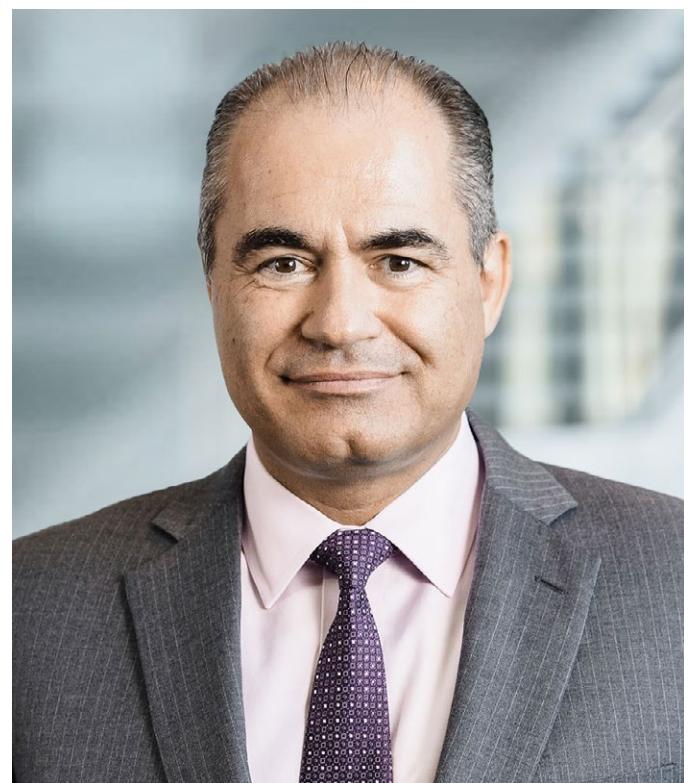
We are proud of the company's accomplishments to date and remain focused on working with management to ensure Viatris remains well positioned to deliver on its ambitious mission for patients, employees, shareholders, and customers in the future.

While we are energized by Viatris' bright future, we are equally humbled by the opportunity to help solve some of the world's most pressing health needs through our work.



Robert J. Coury,
Executive Chairman

Mark Parrish,
Lead Independent Director
and Vice Chairman



Setting the Path for Viatris

A message from our CEO

The reason we work so hard to empower people worldwide to live healthier at every stage of life is because we know that good health matters to everyone, everywhere. This universal truth is the inspiration behind our mission and the lens through which we see our role in society.

Our ability to see healthcare not as it is, but as it should be was a primary driver for establishing Viatris. Formed in November 2020 through the combination of Mylan and Upjohn, a division of Pfizer, Viatris is a new kind of healthcare company. We bring together some of the industry's best talent and an unparalleled global platform to serve patients, regardless of their geography or circumstance.

With only about half of the global population able to receive essential health services¹ – a figure further exacerbated by the

COVID-19 pandemic – there is much to be done to ensure sustainable access to medicines worldwide. The exceptional events of 2020 not only further emphasized the critical relationship between good health and societal and economic development, but also highlighted the many inequities that determine a person's ability to achieve good health.

We can make a difference. Across the more than 165 countries and territories we serve, we leverage our best-in-class R&D, regulatory, manufacturing and scientific expertise and proven commercial and supply chain capabilities to bring quality treatments from our portfolio of more than 1,400 molecules to patients when and where they need them. Our commitment to providing access to medicine is fully embedded in our business model, rather than a separate corporate initiative or philanthropic effort.

We also are committed to leadership when it comes to advancing sustainable operations. Ensuring the quality, safety and availability of our products through a global and diversified supply chain, while also working to minimize our environmental footprint, is at the center of how we operate. The fact that we were able, for example, to continue making and supplying medicines without significant disruption throughout the pandemic in 2020, while also contributing our expertise in the fight against COVID-19, speaks volumes about the built-in resilience of our operating platform and the incredible dedication of our colleagues.

At Viatris, we are all fueled by our shared commitment to act responsibly and do what's right, knowing that our actions affect our stakeholders, especially the patients who rely on our products. Sustainability is integral to our company and fundamental to the achievement of our mission, which is why Viatris is a proud signatory to the UN Global Compact and supporter of its 10 principles.

To support and inspire colleagues on this journey, together we are forging The Viatris Way – a collective effort to build a performance-driven, highly engaging and inclusive culture through all aspects of the employee experience. Employee Resource Groups, global policies and programs, continuous dialogue and skip-level meetings are just a few of the ways we are seeking to ensure equal access to opportunities and share of voice for different perspectives within our company.

Our efforts to engage and motivate colleagues takes on added importance as we continue in parallel our global restructuring program, which we announced in December of last year. This program is necessary to ensure that our new company is optimally structured to fulfill our mission, continue to provide meaningful opportunities for colleagues, be a PARTNER OF CHOICE™ and create value for patients, customers, shareholders and other stakeholders. At the same time, we must acknowledge the challenges it may bring for our colleagues, especially those who are departing, many of whom have played a significant role in helping us to reach where we are today. We have developed a

comprehensive plan to provide as much support as possible to affected colleagues, which includes for example, severance pay, healthcare continuation for employees and their dependents, outplacement services and other benefits. We are truly grateful for the work and dedication of those colleagues affected by the restructuring, and we remain grateful for the continued consistent dedication of our workforce around the globe.

We recognize that reducing barriers to good health and creating lasting, positive change for patients, families and communities worldwide is a team effort. In addition to the role of colleagues, our partners help to increase our positive impact. An example of this work includes our Global Healthcare Gateway, which offers partners ready access to our operating platform, geographic reach and expertise, expanding patients' access to medicine and amplifying our own organic R&D efforts.

Viatris was formed from a strong foundation and commitment to corporate responsibility set by our legacy companies, further positioning us to fulfill our mission. We have the ESG oversight mechanisms in place to help drive our agenda forward, and we are actively working to provide key stakeholders with robust information to help them follow our progress.

Advancing our sustainability performance and efforts is a continuous process and requires us to have a holistic approach.

In this report, we are introducing Viatris and how our work across various areas of focus helps us to ensure we can continue to empower people worldwide to live healthier at every stage of life.

The future ahead is one of possibility. A future of health. A future of making a difference. And a future of growth as we progress on the potential of Viatris. By engaging with this report, you have joined us on our journey – and we thank you.



Michael Goettler

CEO

SUSTAINABLE DEVELOPMENT GOALS

We signed on to the UN Global Compact in 2020. While both Viatris legacy companies were signatories, our commitment as Viatris means more than a change of names. It was an early, important sign that we are dedicated to continue progressing the goals.

In particular, we are well positioned to help the world reach Sustainable Development Goal (SDG) 3 – To Ensure Healthy Lives and Promote Well-Being for All at All Ages.¹ We have the scientific, manufacturing and distribution capabilities, deep expertise, and a wide-ranging commercial platform that extends to more than 165 countries and territories. Most important, we bring the passion and drive needed to do our part in achieving a vital goal.

It's a sad reality that progress on the current SDGs around the world has slowed because of the COVID-19 pandemic. In some areas, previous gains are in danger of being reversed. This makes our continued commitment to the Global Compact, its 10 principles and the SDGs even more important. We intend to apply and leverage our unique capabilities, manage inherent risks, and be a reliable partner in this endeavor and many others, today and into the future. We look to help open the doors to a healthier, more just, more equitable world – one that we can all be proud to pass on to future generations.



SDGs MOST
RELEVANT TO VIATRIS



Related Sources

 ¹Sustainable Development Goal 3



Sustainability is Fundamental to Our Mission

A Message From Viatris' Head of Corporate Affairs

As a global pharmaceutical company, we know there are many social and economic factors that influence peoples' ability to enjoy good health and well-being. Our world faces significant challenges when it comes to delivering equitable access to healthcare services and medicine. And while these challenges have always been of great concern, growing divides based on patients' geography and circumstance, the battle against antimicrobial resistance, climate change and other environmental concerns have become even more urgent in light of the COVID-19 pandemic.

Viatris is committed to doing its part to help address these complex problems. We believe that by working to empower people to live healthier at every stage of life, we can create value for our stakeholders and help to build a better future. Doing so requires a holistic focus on sustainability across every function of the company. As for us, sustainability refers to the long-term durability and positive impact of our overall performance, powered by our mission and operating model. This assumes respect for the natural resources we rely on and the societal contributions we make through our work.

Within Viatris, our Corporate Social Responsibility (CSR) function is charged with furthering our commitment to sustainability by advancing our overall positive impact through leadership, cross-functional partnerships and transparent reporting to ensure key stakeholders are able to follow our progress, including our management of key ESG metrics and goals.

The spirit of our commitment to sustainability is a fundamental driver of our performance and also embedded across our overall priority areas of impact. Inspired by our vision for the contribution we can make to better health around the world, these areas of impact, which are outlined in this report, include patient health, employee health, environmental health, global public health and community health.

Whether by driving access to affordable quality medicine, ensuring an inclusive, diverse and safe workplace and a culture of integrity and ethical business practices, or supporting local communities and acting in an environmentally responsible manner, we see endless opportunity to honor our commitment to help drive positive, sustained change.

Sincerely,

Lara Ramsburg
Head of Corporate Affairs

Topics Assessment and Priorities

In the first part of 2021, we conducted an assessment of internal and external perspectives on topics potentially pertinent to future ESG-related areas of focus for Viatris. It is important to note that the assessment was not intended to be, nor does it reflect, a qualitative evaluation of or commentary on strengths or weaknesses in the noted areas. The assessment was intended to help inform future decisions by the Company regarding matters relevant to long-term sustainability and ESG-focused strategies going forward, as well as for purposes of GRI-related reporting.

The assessment aimed to survey the evolving external CSR and ESG perspectives across geographies and reflect what we internally believe are most relevant given our newly formed company and our knowledge of our company, business, operations, and global workforce. In the assessment, we considered ESG-related input from stakeholder engagement and research from other sources, capturing viewpoints and feedback from customers, partners, investors, non-governmental organizations (NGOs), employees, community groups and policymakers. We also engaged with functional leaders and internal experts representing key areas of our company and spanning our geographic footprint.

The right column of this page depicts the full list of topics that were considered in this exercise and the matrix indicates the relative degree of external stakeholder interest and potential company impact perceived internally for the top ranked topics. The topics of priority relate to our people, our mission and our business, and include:

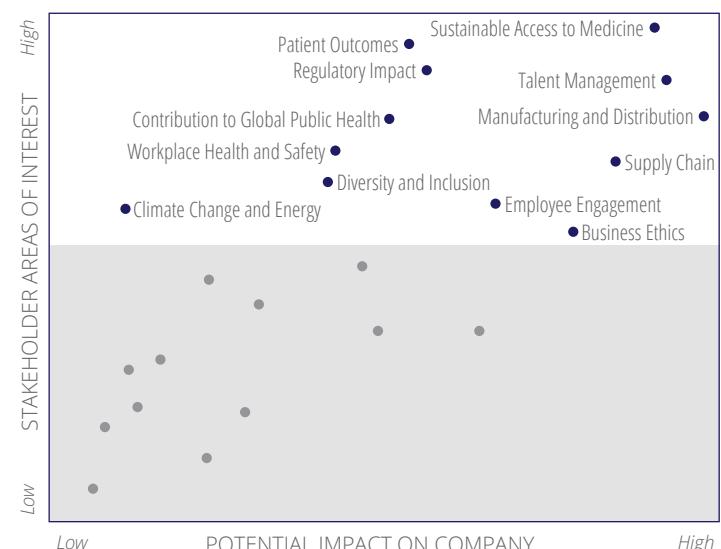
- Talent Management, Employee Engagement, Workplace Health and Safety and Diversity and Inclusion.
- Sustainable Access to Medicine, Patient Outcomes and Contribution to Global Public Health
- Manufacturing and Distribution, Supply Chain, Regulatory Impact, Climate Change and Energy and Business Ethics

However, all topics included in the assessment are considered as we develop our plans, management of risk and opportunity, and goal setting going forward as well as in our reporting. As is the responsibility of every company, we will continue to assess external developments and determine which external areas of interest are most appropriate for the company to prioritize.

Goals

Following the completion of our assessment, further analysis across key internal functions and our evaluation of relevant factors, we look forward to setting long-term goals by the end of this year to support the sustainable progress of our company. We expect to begin tracking progress in 2022. Initial areas that we have identified as priorities for enhanced focus and goal setting based upon both our mission as well as the areas where we've seen the largest increase in external interest include:

- access,
- diversity and inclusion, and
- climate change and energy.



Full List of Topics Assessed

Access to Medicine	Societal Impact	Responsible Business
Manufacturing and Distribution	Community Engagement and Impact	Business Ethics
Product Donations	Corporate Governance	Corporate Responsibility
Sustainable Access to Medicines	Data Privacy and Protection	Promotion
Being a Responsible Employer	Ethical Marketing and Building	Human Rights
Diversity and Inclusion	Patient Outcomes	Regulatory Impact
Employee Engagement	Environmental Stewardship	Responsible Product
Talent Management	Development	Risk Management
Workplace Health and Safety	Climate Change and Energy	Supply Chain
	Environmental Protection	
	Product Stewardship	
	Waste and Water	

Early this year, we began a process to analyze and establish an understanding of baseline data and information for our newly formed company. This work also must consider our ongoing restructuring program, which will be relevant to certain aspects of our goal setting. We look forward to communicating our goals in our next sustainability report.

CSR Governance

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

The global CSR function includes dedicated teams in the U.S., Europe and India with additional partners across other geographies. A multifunctional CSR Advisory Committee comprised of global leaders convenes monthly and supports the progress and integration of relevant CSR topics across the organization. Progress on strategic focus areas and execution of relevant tasks rely on a broad and engaged network of functional leaders across the company.

The Power of Viatris

Leveraging Our Unique Operating Model to Build a New Kind of Healthcare Company

Seeing healthcare not as it is but as it should be means that we pursue a vision focused on what the world could look like if more people could access the medicines they need when they need them. We believe our unique operating model enables this kind of scaled access to medicine. For us, being able to provide the broadest possible access to many different medicines, regardless of a patient's geography or circumstance, begins with how we approach the challenge of addressing unmet needs. Many stakeholders' understanding of the pharmaceutical value chain focuses first on the development and availability of a novel product, followed by a determination of business logic to launch in certain markets. Our model, however, is built on a different approach.

Deep Market Expertise

At Viatris, our business model starts with our deep expertise in the markets we serve including four segments: Developed Markets, which includes Europe and North America; JANZ, which is Japan, Australia and New Zealand; Greater China, which is Mainland China, Hong Kong and Taiwan; and Emerging Markets, including countries across low- to lower-middle-income levels. Our decision to launch a product in a given country is based on identifying patient and health system needs while balancing the regulatory, legal and intellectual property landscape and market and customer dynamics. Thanks to the infrastructure we've established, we're serving more than 60,000 customers in more than 165 countries and territories with a field force of more than 11,000 and a product portfolio of more than 1,400 molecules and 30,000 Stock Keeping Units (SKU). We bring this scale to our local business activities around the world, meaning that we are able to provide access to treatment and serve markets based on what they need, rather than a sole focus on a limited set of products. To us, this ability to simultaneously drive scale while deploying our portfolio locally is part of what makes our business model unique - and truly fit for driving sustainable access to medicine. To succeed in this endeavor, our business maintains a set of purpose-fit capabilities.

Purpose-fit Capabilities

Beyond the breadth of our portfolio across major therapeutic categories, including brands, generics, complex generics (drug-device combinations and difficult-to-manufacture products) and biosimilars, and the medical, regulatory and legal expertise we possess in the markets we serve, our business model also benefits from a global R&D platform that redefines what it means to innovate. For example, in order to meet the broadest possible set of patient needs, our R&D work is high volume, increasing the probability of technical and regulatory success, and high speed, which means we can bring our products to market more quickly, all while maintaining a steadfast commitment to quality and compliance. We also have broad technical capabilities, which allow us to develop many different dosage forms and innovate through product and package design to improve adherence and the overall patient experience. Furthermore, our supply chain and partnerships provide us with the flexibility to meet customer needs in markets of varying sizes, pairing the cost efficiencies of a vertically integrated, global platform with local proximity and reach.

High-performance Drivers

How we work adds fuel to the power of the Viatris operating model, including several drivers of high performance. We are focused on:

- Building an organization that is performance-driven, highly inclusive and engaging through all aspects of the employee experience.
- Driving the right disciplines behind our business including financial performance and capital deployment strategies; granular portfolio management; continued vigilance on quality and compliance and overall good governance of the business.
- Ensuring the durability of our performance and positive impact through a focus on sustainability across every function in the company.



GLOBAL
HEALTHCARE
GATEWAY™

Making the Power of Viatris Available to Partners

Powered by Viatris, the Global Healthcare Gateway offers partners ready access to more patients and more markets worldwide through our unmatched global infrastructure and expertise. By working with partners who have assets that could be scaled or brought to more markets, but do not necessarily have the local expertise or purpose-fit capabilities, we believe we can expand our collective impact on patients' lives. We aim to be a Partner of Choice to accelerate the expansion of patients' access to medicine across our global footprint.

The Global Healthcare Gateway sits at the heart of Viatris, touching the work of different functions across the company. We can bring our full operating platform to bear through organic R&D and through partnerships, connecting more patients with more products and services, creating value for patients, our partners and our shareholders. Initially, the strategic criteria for assets that will be delivered through our gateway include complex and innovative or differentiated products, opportunities that leverage our commercial and technical strengths, as well as ones that complement our current therapeutic footprint or enhance our technical capabilities.

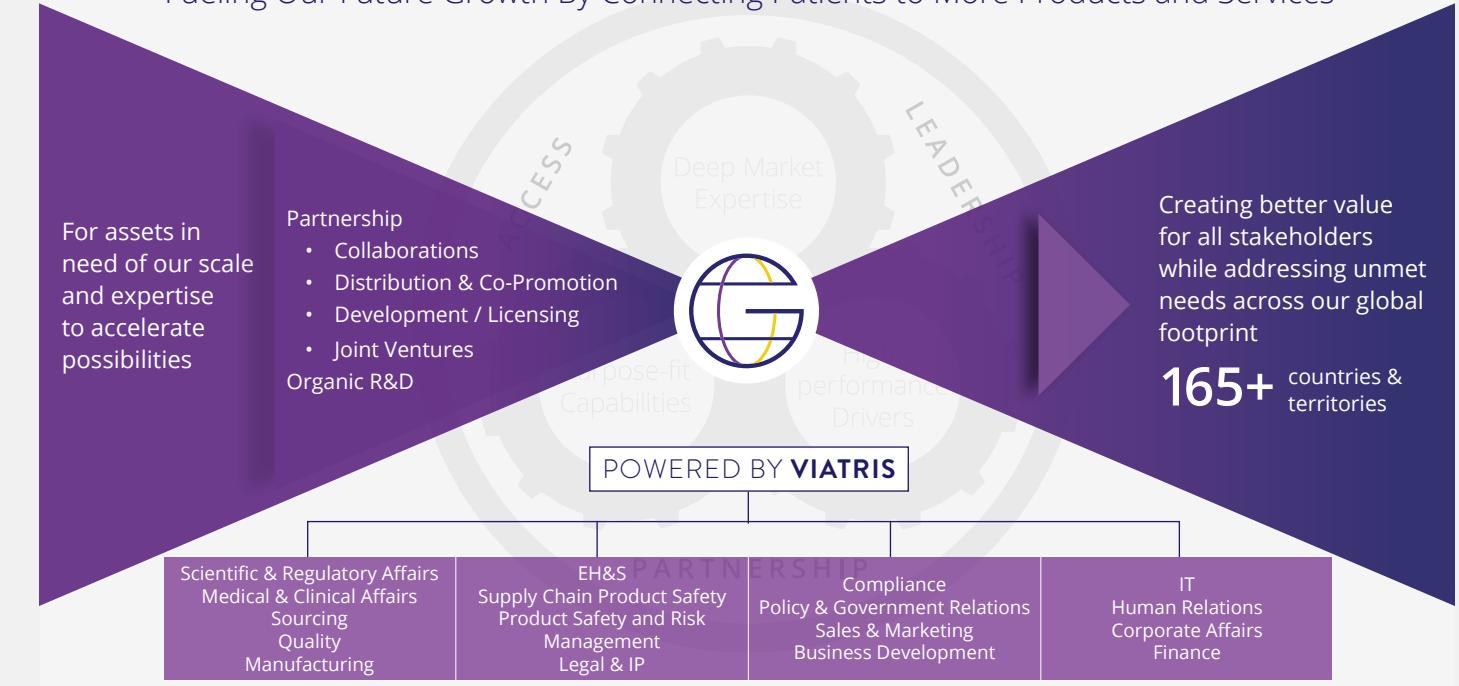


"Powered by our best-in-class scientific, manufacturing, regulatory, medical and legal expertise and proven commercial capabilities with unparalleled reach, the Global Healthcare Gateway paves the way for Viatris to be the Partner of Choice for those seeking to expand the full potential of their assets globally."

— Anil Amin, Chief Business Development Officer, Viatris



Fueling Our Future Growth By Connecting Patients to More Products and Services





2020: Progressing Our Vision for Good Health by Advancing Sustainable Solutions

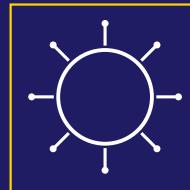
We know that meeting diverse needs in a complex global healthcare environment requires sustained commitment, innovation and action. We also understand that not only what we do, but also how we do it, impacts billions of people around the world. That's why we're continuously working to conduct ourselves in a responsible manner and striving to make a positive impact, whether through serving patients, empowering employees, caring for the environment, supporting community well-being, advocating for global public health or ensuring we operate with integrity.

In 2020, people, societies and economies across the world faced many significant challenges and developments due to COVID-19 as well as growing demands for change to reduce inequalities. In addition, several countries and regions suffered from extreme weather events; 2020 was one of the warmest years on record, another stark reminder of the persistent pace of climate change. It will take comprehensive efforts by all of us to help solve these massive societal needs. We seek to be a relevant partner in this important work.



Viatris' Role in the Fight Against COVID-19

The COVID-19 pandemic continues to challenge patients, health systems and governments worldwide in unprecedented ways. While negatively impacting many of the factors that determine a person's ability to achieve good health, the pandemic has also underlined the critical linkage between good health and human, societal and economic development. As a leading healthcare company, we are committed to doing our part to support public health needs amid the pandemic. Our priorities remain protecting the health and safety of our workforce, producing critically needed medicines, deploying our resources and expertise through potential prevention and treatment efforts and supporting the communities in which we operate.



Employee Health and Safety

Every day, in countries around the world, thousands of dedicated Viatris employees work to confront the pandemic. Many of our colleagues work in manufacturing facilities and have continued to travel to work to make the medicines that patients need. Others have traded their desks for kitchen tables and home offices, while also managing the unique family or personal challenges that COVID has brought to their daily lives.

We recognize and thank them for their efforts and sacrifices and are committed to protecting their health and safety by following government directives and the advice of relevant international, national and local health authorities at every Viatris facility around the world. We have implemented social distancing measures, daily health assessments and split shifts where feasible for in-person work. For our remote workforce, we have invested in new collaboration technologies and regularly offer advice and support to ensure communication and connectivity continues.

Deploying Resources and Expertise

In addition to protecting the safety and health of our essential workers, we also mobilized our resources and expertise in the battle against COVID-19 – our disease-fighting products, our manufacturing capabilities and our global reach. In Italy and France, for example, we launched COVID-19 antibody and nasopharyngeal antigen quick tests for professional use or self-testing to help take quick precautionary isolation measures in order to reduce the spread of the virus. In Emerging Market countries, we provided access to SARS-CoV-2 Antibody Test (Lateral Flow Method), which helped increase the number of tests being conducted across the region and helped governments to closely monitor the progress of the virus.

We were on the frontlines of the search for an effective treatment through participation in the World Health Organization's (WHO) SOLIDARITY trial, an unprecedented global effort to investigate potential remedies. We donated products for two of three trials. And working with other pharmaceutical companies and public health institutions, including the U.S. Department of Health and Human Services, we remain committed to supporting these efforts with our global R&D, regulatory and manufacturing expertise and capacity.

Donated products for 2 of 3 WHO SOLIDARITY Trials

THE IMPORTANCE OF THE PATIENT EXPERIENCE AMID COVID-19

Patients are at the center of everything we do. The more we can understand the patient experience, the better we can meet their needs through innovative thinking and solutions. In 2020, the pandemic highlighted the fragility of healthcare systems around the world and put a spotlight on patient needs. While attention is primarily focused on those affected by COVID-19, the risk of insufficient access to care for patients with chronic illness is real, with potential dramatic and long-term consequences.

To help us learn more about this impact, we set out to measure in real time how COVID-19 was affecting access to healthcare and quality-of-life for patients with chronic illnesses such as cancer and cardiovascular, respiratory, mental health and other diseases. In partnership with Carenity, a leading digital patient platform with 400,000 patients and caregivers worldwide, we surveyed patients in Belgium, France, Germany, Italy, Spain, the U.K. and the U.S. about their access to physicians, treatment and information about the pandemic.

Ensuring Supply Readiness

Maintaining a reliable supply of pharmaceutical products is always critical, but even more so – and often more challenging – in the midst of a pandemic. As an essential business, we have taken action to avoid supply chain disruptions for critical medicines ranging from maintenance treatments for chronic conditions to intensive care unit (ICU) drugs or anti-infectives in short supply due to increased demand. We continue to maintain operations at facilities around the world and communicate with customers – all with the goal of meeting patient needs.

More details about our work to mitigate supply shortages is provided on p. 74-75.

"Our supply chain and manufacturing network are purpose-fit, with a global network of sites that allow us to cater to local needs. Our broad reach is important. It allows us to better serve our customers and patients and be nimble and flexible to meet their needs through high quality and low cost. Our efforts to build a responsive global network have helped us maintain customer service levels at approximately 95% despite the COVID-19 disruptions in 2020. We also have made conscious efforts to de-risk all our critical products and markets and ensure supply continuity."

– Sinead Griffiths, Head of Global Supply Chain, Viatris

Early results indicate that the patient care pathway has been strongly impacted during the pandemic. During lockdown, 54% of the initial 2,489 respondents said they had changed the frequency of their visits to the doctor, 30% said it was difficult to find an available doctor, and 52% said they have had an appointment postponed or canceled because of the pandemic. Half of the patients surveyed said they experienced a worsening of their condition during lockdown.

These results and a second wave of data in 2021 will help inform our efforts to empower patients to live healthier, regardless of their circumstance. We look forward to advancing this study as a tool to help us in our work to reduce the burden of disease.



Infectious Disease Leadership and COVID-19

People suffering from infectious diseases such as HIV or TB have weakened immune systems, which increases risk of complications from COVID-19. That is why the WHO's COVID-19 guidance includes advice that anyone taking antiretroviral (ARV) drugs to suppress HIV should maintain at least a 30-day supply of the medicine.² Moreover, the Global Fund to Fight AIDS, Tuberculosis, and Malaria and the U.S. President's Emergency Plan for AIDS Relief are recommending that the programs they support use multi-month dispensing (MMD) to provide patients with three or six months of medications, to ensure treatment continuity even during measures limiting travel to prevent the spread of COVID-19.

As a leading supplier of antiretroviral drugs by volume, we have made it a priority to ensure stable access to these drugs during the pandemic. In 2020, more than 11 million people were treated with our antiretrovirals.

Helping Communities

We are committed to supporting local giving strategies, empowering in-market business leaders to ensure the broadest impact is made toward the most pressing needs through in-kind donations or through financial support of local causes, such as food pantries or other relief efforts. In India, for example, we contributed to the Prime Minister's CARES fund established for COVID-19 and the Chief Ministers' relief funds of eight state governments with a total contribution of more than \$1.3 million.

Many of our efforts focused on mental health, including our sponsorship of 'Panacea' in India, a first-of-its-kind series of virtual sessions on yoga, stress management, nutrition and mental health to help patients overcome the post-COVID-19 anxiety, fear and mental trauma. Special sessions were conducted by renowned pulmonologists, neurologists and cardiologists.

Other efforts included donations to hospitals and towns for medical equipment and personal protective equipment like masks, hand sanitizers and body coveralls in India, Russia, Egypt and Turkey. We also supported more than 1,800 families in Egypt who lost income because of the pandemic and could not afford to pay for basic needs. Through donations to the Misr El Kheer Foundation and the Sona3 El Khair Foundation, families were given food, hygiene products and information to raise awareness about COVID-19.

LEVERAGING OUR UNIQUE GLOBAL PLATFORM TO EXPAND ACCESS TO REMDESIVIR IN INDIA

We have a long-standing history of partnering with Gilead Sciences to tackle key public health issues in India and around the world, beginning with expanding access to high-quality, affordable HIV/AIDS antiretrovirals. In 2020, we extended that partnership to COVID-19 treatments with the announcement of a global agreement with Gilead for the commercialization of Remdesivir in 127 low- and middle-income countries.

In July of 2020, we secured our first approval of the product for restricted emergency use in India as part of the Drug Controller General of India's (DCGI) accelerated approval process in response to the pandemic. The drug was launched under the brand name DESREM™ in India at a discount of more than 80% off the branded product available to governments in middle- to high income countries. Additionally, to address urgent, unmet needs amid the second wave of COVID-19 pandemic in 2021, Viatris worked closely with government authorities in India to further reduce the cost of DESREM and ramp up production.

In parallel to our manufacturing efforts, we launched a customer helpline in India to provide information about the drug's availability to hospitals, doctors and patients. An average of more than 1,500 healthcare practitioners were able to access information through this channel each day. We sponsored a series of webinars, educating more than 20,000 healthcare professionals about the usage and efficacy of using DESREM, and supported local hospital studies of patients on treatment; the clinical data was later published in the MedRxiv journal. We provided access to the treatment to patients across 24 licensed markets in India, including places with limited connectivity, to help in the global fight against COVID-19.

Developing DESREM and bringing it to patients in India with such unprecedented speed is a testament to the strength of our global operations and scientific capabilities and our commitment to serving patients who continue to rely on us during this critical time. The drug is approved in India for the treatment of suspected or laboratory confirmed incidences of COVID-19 in adults and children hospitalized with severe presentations of the disease.

Remdesivir is the tenth medicine licensed to us by Gilead, who signed its first agreement with us in 2006 for the HIV medicine, tenofovir disoproxil fumarate.

HELPING FAMILIES AND CAREGIVERS COPE DURING COVID-19

Viatris and Sesame Workshop collaborated to create resources to support the social and emotional needs of families across generations and around the world during the COVID-19 pandemic. This suite of resources was designed to help young children identify and talk through big feelings like stress or fear, encourage positive caregiving strategies and routines, and help families find ways to celebrate together when far apart.

The resources, which include animations and activities, have launched in the U.S., India, South Africa and Latin America, with select content also available in Europe and Australia.

"We know children and families everywhere are struggling as the COVID-19 pandemic continues. Together with Viatris, we are offering families strategies to cope with today's challenges and foster emotional well-being long into the future."

– Sherrie Westin, President, Sesame Workshop



Looking Ahead

As we look beyond the pandemic, we are more committed than ever to continuing our efforts to ensure access to affordable, high-quality medicines for patients around the world. We will continue to partner with others to maintain resilient diverse and global supply chains and help build sustainable healthcare systems where resources are unlocked to help balance growing healthcare needs with global budget restraints. In doing so, we will work toward a future where everyone has access to good health.

Related Sources

[1CDC: What to Know About HIV and COVID-19](#)

[2Coronavirus Disease: HIV and Antiretrovirals](#)

[3WHO Tuberculosis Fact Sheet](#)

[4Updated WHO Information Note: Ensuring continuity of TB services during the COVID-19 pandemic](#)



Patient Health



UN SDGs:

Good Health and Well-Being (3)

Gender Equality (5)

Partnerships for the Goals (17)

Empowering People Worldwide to Live Healthier at Every Stage of Life

We believe in healthcare not as it is, but as it should be – an aspiration that drives us to offer more than just medicines for patients. Building public awareness, supporting research and access to education and scaling innovation are all core elements of a holistic approach to prevention, treatment and reducing the overall burden of disease. By joining the strengths of our legacy companies into one, we continue to immerse ourselves in the patient experience so that we can advance innovative solutions that go beyond medicines and empower people to live healthier at every stage of life.

Looking ahead, and as we work to integrate Viatris, we will continue to address the challenging dynamics of the external environment while also protecting the health and safety of the patients relying on our products and ensuring high quality operations.

KEY TAKEAWAYS:

- » Our global platform is built to provide sustainable access to medicine, and our approach to providing access is holistic.
- » We address some of the world's most pressing health challenges, including:
 - Infectious diseases, like HIV/AIDS, tuberculosis and hepatitis;
 - Noncommunicable diseases in the areas of cardiovascular health, oncology, respiratory, diabetes and mental health, among others;
 - And a global need for more affordable medicines including, for example, biosimilar treatment options.
- » Key partnerships across our major geographies leverage our current and future ability to expand reach, both to healthcare providers and patients.



A comprehensive description of the company's management, governance and organization as well as performance data is presented on p. 66-76, 96-105.

A Platform for Sustainable Access to Medicine

We strive to meet distinct patient and healthcare needs across markets. Our operating model, the scale of our platform and the depth and breadth of our portfolio provides us with unique capabilities to do just that.

We also leverage the medical expertise we hold across geographies and therapeutic areas; a holistic R&D strategy that drives both new and complex-product development as well as expanding access to generics; and strong academic, policy, commercial and not-for-profit partnerships that allow us to scale access to new and existing products while also encouraging disease awareness and advancing healthcare infrastructure. We present several examples of partnerships throughout this report.



SDG 3 - To Ensure Healthy Lives and Promote Well-Being for All at All Ages, establishes targets for reducing disease by 2030. These targets include ending epidemics of infectious diseases - HIV/AIDS, tuberculosis and malaria among them - and cutting premature deaths from noncommunicable diseases by one-third. With our unique platform that brings together expertise and scale, we are exceptionally well positioned to help the world progress on this goal.

A 360° FOCUS ON ACCESS

We are committed to dedicating resources to meet unmet patient needs. Our 2020 launch of the first FDA-approved, therapeutically equivalent and substitutable generic of Biogen's Tecfidera® (dimethyl fumarate) delayed release capsules 120 mg and 240 mg is a prime example. We dedicated years of time, financial investment and resources to develop the product, ensure a viable regulatory pathway for approval, and overcome policy hurdles that were blocking patient access to a more affordable treatment option for multiple sclerosis. We also invested millions of dollars to successfully challenge Biogen's improperly issued patents. Our decision to launch the first substitutable generic version of Biogen's Tecfidera capsules created an additional pathway to access medicine for MS patients, and is just one example of what we mean when we say we bring a 360° focus on access to our work.



INFECTIOUS DISEASES

Even before COVID struck, diseases such as malaria, tuberculosis (TB) and HIV/AIDS stood out as among the top 10 causes of death in LMICs.² To help people at risk around the globe, Viatris has invested in developing a comprehensive portfolio of drugs and diagnostics specifically designed to address the world's deadliest infectious diseases.

As the largest ARV producer, by volume, we have developed an R&D program and a vast manufacturing and distribution network that also can be leveraged for other products – whether for TB, hepatitis or diagnostics. We are committed to leveraging our existing infrastructure and identifying new medicines, products and partnerships that not only allows us to accelerate access to lifesaving products where they are needed most, but also enables commercial success.

The pandemic has made this work all the more important. The impact of COVID-19 has not just been felt in terms of direct morbidity and mortality, but also on the strain it has put on fragile health systems. This puts people already living with HIV, TB and malaria at risk of delayed diagnoses and interruptions in care.⁴ At Viatris, we have worked tirelessly to ensure a stable supply of medicine to ensure that no patient, no matter where they are in the world, is left behind.

In 2020, we received WHO prequalification (PQ) approval for five new products for infectious disease: one for HIV, two for hepatitis C, and two for TB. Prequalification allows for U.N. and other multilateral donor procurement, as well as accelerated registration processes in low- and lower-middle-income countries. Out of the 582 approved WHO PQ products, Viatris has 60 approved products – among the leaders in products listed on the WHO list of prequalified products.³

HIV/AIDS

Approximately 38 million people in the world were living with HIV/AIDS at the end of 2019, including 1.7 million people newly infected that year.⁵ The vast majority of those living with the disease – 25.7 million – are in Africa. According to WHO, deaths from HIV/AIDS have fallen by 51% during the last 20 years, moving from the world's eighth leading cause of death in 2000 to the 19th in 2019. This positive change is due to increased awareness and preventive measures, as well as access to diagnostics and affordable treatments.

In 2020, 11.2 million people on HIV treatment used a Viatris ARV, meaning that nearly 50% of people on treatment for HIV in low- and lower-middle-income countries use one of our products. We

Reached 5x
as many HIV patients as the
branded originators combined⁶

provided over 5 billion doses of ARVs to patients in low- and lower-middle-income countries.

Viatris practices a tiered pricing approach when it comes to HIV drugs. Our list price for WHO's preferred and alternate first-line treatments, accessible by public programs in 140 LMICs, is \$70 per patient per year.⁷

"I am especially proud of the work we have done to stem the tide of the HIV/AIDS epidemic. There truly is no greater example of our commitment to broad and sustainable patient access than the scale we've built within our antiretroviral platform. Investing to become the world's largest producer, by volume, of ARVs has allowed us to reduce costs while also innovating solutions through R&D. Thanks to this work, patients in hard to reach geographies have access to heat-stable ARV formulations, children have access to a sweet-tasting granule product presentation to facilitate treatment compliance, and average annual treatment costs have been reduced significantly for patients globally."

– Rajiv Malik, President, Viatris



Related Sources

- (?) [1The World Bank 2019 estimate](#)
- (?) [2WHO: The top 10 causes of death](#)
- (?) [3World Health Organization Prequalification](#)
- (?) [4Potential impact of the COVID-19 pandemic on HIV, tuberculosis, and malaria in low-income and middle-income countries: a modelling study](#)
- (?) [5Latest HIV estimates and updates on HIV policies uptake, July 2020](#)
- (?) [6IQVIA data as of February 2021](#)
- (?) [7Untangling the Web of Antiretroviral Price Reductions](#)

Our market leadership position is even stronger in pediatrics, where approximately 60% of the 950,000 children on treatment for HIV are on a Viatris product.¹ We are also the leading provider of generic anti-HIV medication in several high-income countries, including France, Italy, Belgium, the Netherlands, Ireland and Australia.

Key events in 2020 included:

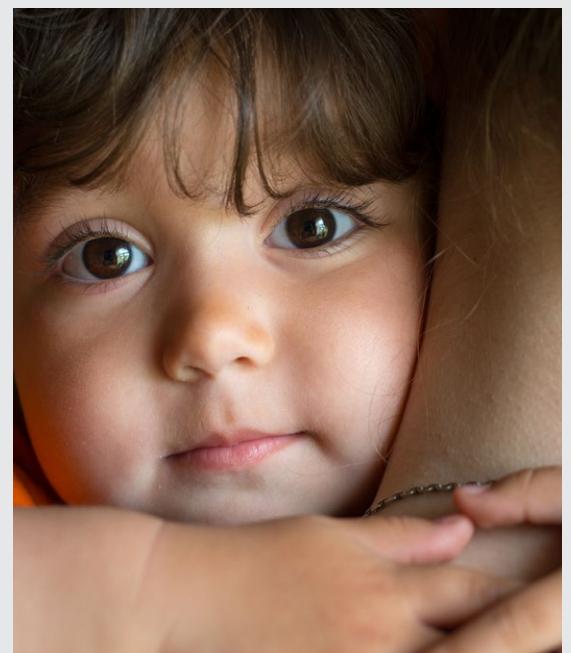
- Partnered with the Bill & Melinda Gates Foundation and the Children's Investment Fund Foundation to develop a dual prevention pill (DPP) that, if successful, will likely be the first product to prevent both HIV and pregnancy in a single tablet.
- Executed an agreement with Sedia Biosciences to be their commercial partner for the HIV Recency Test, a diagnostic used to indicate whether an HIV infection happened within the past six months. This test can be used for surveillance efforts and informing where prevention and treatment initiatives should be focused.
- In collaboration with our distribution partner in Zimbabwe, we educated healthcare professionals on the relevance of HIV self-tests amid the pandemic and demonstrated how the test works.



INNOVATIONS FOR THE YOUNGEST LIVING WITH HIV

Young children living with HIV face an especially tough challenge in accessing medicines because they often cannot swallow pills. This means that efforts to put children on optimal regimens often lag behind those for adults. In 2018, we made available a new product for children with resistance to first-line treatment. Whereas the previous version came as a syrup that was 43% alcohol and featured a harsh, bitter taste, our product was a packet of sweet-tasting granules that parents could mix in with their child's food. In 2020, we innovated further to get approval for the first generic dispersible version of WHO's preferred first-line agent for children. This product, which features a tablet that dissolves in water to form a strawberry-tasting drink, was developed through a partnership with Viiv Healthcare, the Clinton Health Access Initiative (CHAI) and UNITAID.

With the new dispersible, we also set a record for speed: It had taken three years between when the adult version was first approved for the innovator and when the first generic came out for low- and lower-middle-income countries, which was already considered an accomplishment. By contrast, it took just five months from Viiv's first approval of the pediatric dispersible to our approval of the generic version.



Tuberculosis

In 2019, TB killed 1.4 million people, the highest of any other infectious disease. While the global public health community has made substantial progress against the disease, an estimated 10 million people are infected every year, of which only 7.1 million people are treated. Further troubling is that antimicrobial resistance is increasing, with an estimated 465,000 people having drug-resistant forms of TB, making the disease more challenging to diagnose and treat.²

"All people suffering from TB must have access to innovation. That is why we are proud to partner with Viatris and leverage their deep experience in delivering high quality, affordable medicines all over the world. No treatment can make a difference if it doesn't reach people in need. We are encouraged by the rapid pace of access to this regimen and look forward to achieving public health impact on a global scale."

– Dr. Mel Spigelman, president and CEO, TB Alliance



In 2019, together with our partner, TB Alliance, we received our first approval for pretomanid as part of the BPaL treatment regimen – which consists of bedaquiline, pretomanid and linezolid – just the fourth new drug in the past 40 years to be developed for active TB.³ In 2020, the drug was authorized by the European Medicines Agency (EMA). Viatris has made pretomanid available in twelve European countries – Romania, Bulgaria, Hungary and the Baltics within the EU; and Albania, Bosnia Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia outside the EU – at the lowest available global price through the StopTB partnerships Global Drug Facility (GDF). We are also working with other governments across Europe to make this treatment available as soon as possible.

In order to ensure equitable access around the globe, Viatris took a tiered pricing approach to pretomanid. We have made the product

available to public purchasers in 150 LMICs through the GDF at a price of \$364 per treatment course, or \$2 per day. Taken with other drugs in the approved regimen, this has made BPaL significantly more affordable than other competing regimens.

We also made a clear commitment to registering pretomanid in LMICs. Less than 12 months after its initial approval, pretomanid was approved in India, the country that accounts for a quarter of the world's TB burden.² This marked a new record – other new TB drugs have taken more than three years between their first approval by a stringent regulatory authority (SRA) and registration in India. We have also filed for registration in 26 other countries, the majority of which are low-income and represent some of the highest burdens of TB in the world.

Other activities we did in 2020 to support access included:

- Created the [Named Patient Access Program](#), a program designed to provide access to individual patients in countries where the drug is not registered or available. If the patient is ultimately approved and the necessary consents are obtained, the product – excluding shipping – will be provided free of charge to the patient, ensuring that anyone, regardless of where they live, can access this product.
- Supported work across governments, not-for-profit organizations and donors in a dozen plus countries spanning the Commonwealth of Independent States, south and southeast Asia and sub-Saharan Africa to plan and launch operational research programs per WHO guidance.
- Agreed to donate 400 treatment courses of pretomanid to the Indian National Tuberculosis Elimination Program following the product's approval in July 2020.
- Donated 400 treatment courses of pretomanid to the South African Conditional Access Program, which is supported by the U.S. Agency for International Development (USAID).

Donation of 800 TB treatment courses to

Indian National Tuberculosis Elimination Program and the South African Conditional Access Program

Related Sources

[1IQVIA data as of February 2021](#)

[2Global Tuberculosis Report 2020](#)

[3TB Alliance press release](#)

- Provided pretomanid product donations to other countries, including Kyrgyzstan and Uzbekistan for operational research programs.
- In Bulgaria and Slovenia, held intensive meetings with TB treatment experts and the head of the national TB program to clarify and confirm the treatment pathway for timely access to pretomanid for eligible patients.

Hepatitis

About 325 million people worldwide live with a hepatitis infection, with the two most common forms being hepatitis B and C.¹ Approximately 1.3 million people die each year from complications of untreated hepatitis.¹ The WHO's goal is to reduce hepatitis deaths by 65% between 2016 and 2030.¹

We are a world leader in developing quality-assured generic treatments for hepatitis C. In 2020, we obtained the first WHO generic PQ for the combination products Sofosbuvir/Velpatasvir and Sofosbuvir/Daclatasvir. WHO PQ is important because it signifies that generic drugs have been reviewed by a regulator with stringent rules for quality; it is usually a pre-requisite for procurement of products by UN agencies and other international bodies. We are the only generic company in the world to have WHO PQ for any of these combinations, and the only company (generic or originator) to have WHO PQ for both. In 2020, approximately 400,000 patients were treated around the world using our hepatitis C therapy.

Additionally, in 2020, we:

- Provided comprehensive care in India to hepatitis patients through free or subsidized screening, diagnosis and counseling support. In 2020, we screened more than 100,000 people and supported approximately 25,000 diagnostic tests both for hepatitis B and C.

**Screened >100,000
people for hepatitis B & C**

- Collaborated with Omnicuris for developing education modules on hepatitis B and C in association with the Indian Society of Gastroenterology (ISG) and Indian National Association for study of the Liver (INASL).

Infectious Disease Partnerships

In our journey to provide treatment of infectious diseases, we realized that it wasn't good enough to make medicines if there were barriers preventing patients from accessing them. We knew we would need partners in all corners of the world to help create that access. We collaborated and partnered with a variety of stakeholders to help not only ensure medicines reach the patients who need them, but to make sure those medicines are affordable.



We partnered with groups including the Bill & Melinda Gates Foundation, CHAI, UNITAID and others to ensure affordability of ARVs for patients living with HIV in low- and lower-middle-income countries. Similarly, our collaboration with TB Alliance and the Global Drug Facility (GDF), as part of the StopTB Partnership, is a reflection of our shared commitment to ensure affordable and sustainable access to new TB treatments from multiple sources.

Some additional highlights from 2020 include:

- Signed a license agreement with MSD for the drug doravirine, which will be used in the treatment of HIV.
- Signed a term sheet with the international, not-for-profit research and development organization Drugs for Neglected Diseases initiative (DNDi) for the development of flucytosine slow-release formulation, a drug used for the treatment of cryptococcal meningitis.
- Continued partnership with the Medicines Patent Pool, where we are a sub-licensee on six products (in addition to our direct bilateral licenses from patent holders).

NONCOMMUNICABLE DISEASES

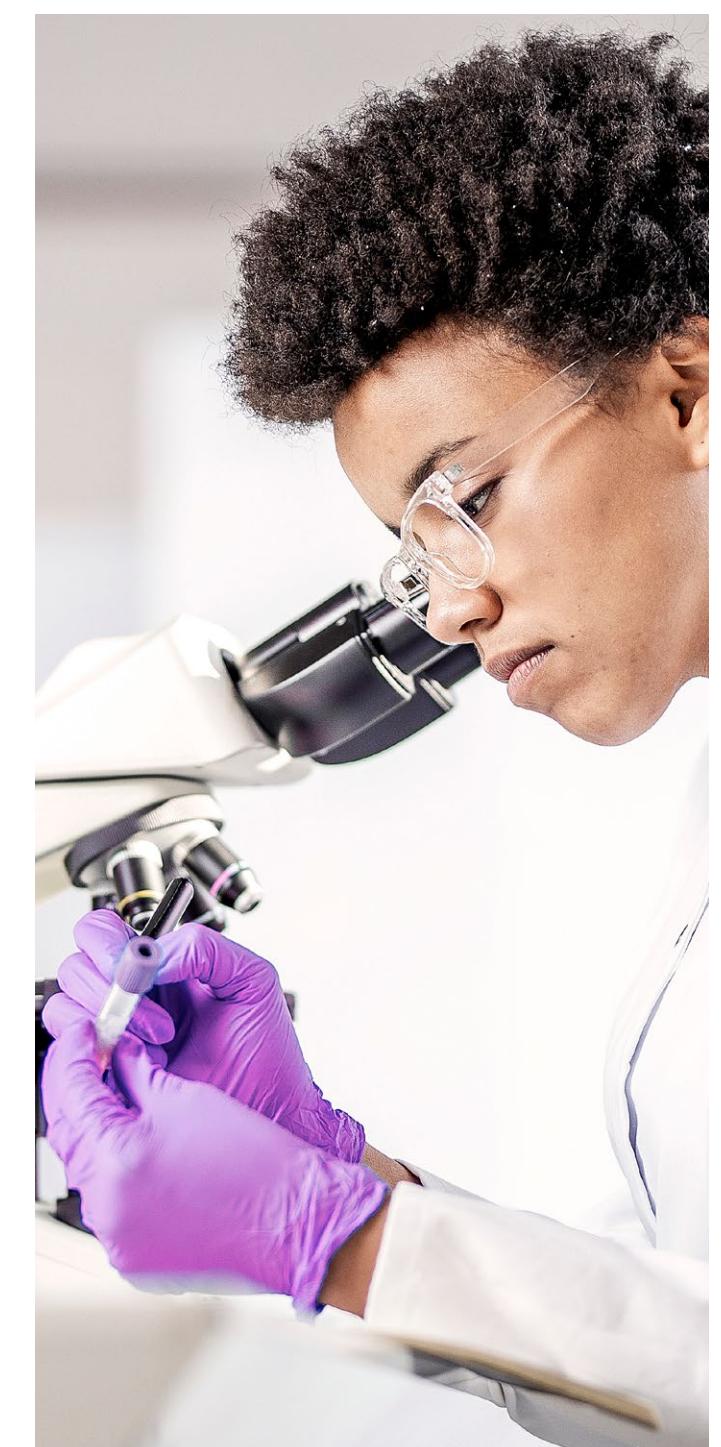
Turning the tide against noncommunicable diseases (NCDs) is fundamental to Viatris' drive to reimagine healthcare not as it is, but as it should be. NCDs are responsible for seven out of 10 deaths worldwide.² In fact, every two seconds, someone between the ages of 17 and 70 dies prematurely from an NCD.² We are committed to help rewrite this story through partnerships, education efforts and through our strong and diversified portfolio that spans many therapeutic areas.

In 2020, it was important for us to understand and address the impact of COVID-19 on people living with NCDs. We engaged with the scientific community, healthcare professionals and patients to explore strategies to address the mental health and other impacts of the pandemic.

During the COVID-19 pandemic, WHO reported that 59% of countries reported that access to essential outpatient NCD services were disrupted.³ For a person with an NCD, each disruption to care is a challenge to living well – or for some, surviving. We are committed to improving the health and well-being of the NCD community through strong partnerships, and one of our important partners is the NCD Alliance. We are pleased to support the NCD Alliance in its development of a new poignant mini-documentary that highlights the intersection between COVID -19 and NCDs, as part of the "Turning the Tide" series, which focuses on the NCD epidemic. The impact of these health challenges on patients, the healthcare workforce and communities underlines the need to have access to high-quality healthcare, regardless of geography or circumstance.

"We at Viatris have chosen an ambitious mission: to empower people worldwide to live healthier at every stage of life. Doing that requires all of us to make every investment and expenditure count, and to deliver on our commitments to all our stakeholders, including the patients we serve. The strength, capability and flexibility of our new enterprise opens doors to new opportunities to help people live longer, healthier lives."

– Sanjeev Narula, Chief Financial Officer, Viatris



Related Sources

 [1Global Hepatitis Report 2017](#)

 [2CDC: About Global NCDs](#)

 [3The impact of the COVID-19 pandemic on noncommunicable disease resources and services: results of a rapid assessment](#)

PARTNERS IN EDUCATION: THE NCD ACADEMY

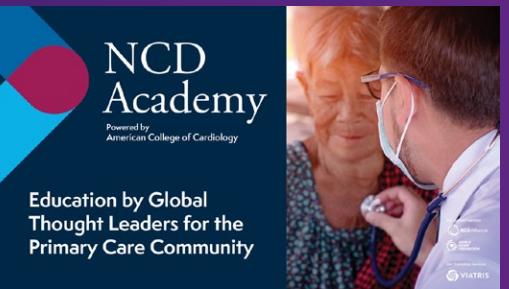
One of the ways we are working to rewrite the NCD story is through partnering with the American College of Cardiology (ACC), the World Heart Federation (WHF) and the NCD Alliance on the [NCD Academy](#), a web-based, interactive educational platform for healthcare providers to improve the prevention and treatment of NCDs. The program can be downloaded worldwide at no cost, and is available on mobile and desktop devices so that primary care providers, nurses and community health workers can easily access education on various NCDs that represent the greatest contributors to global mortality. At the end of 2020, the NCD Academy had ~5,500 active users from more than 100 countries.

Viatris plays an important role in the local uptake of the NCD Academy project. Local medical colleagues are collaborating with primary care and national cardiology societies like CONAMEGE Mexico, Emirates Cardiac Society, SBC Brazil and CSC China to implement courses on cardiovascular disease and stroke prevention. Currently, collaborations with local partners to launch the oncology course are under development.

So far, the academy offers courses on cardiovascular disease, oncology and stroke prevention, as well as a special course on COVID-19 and its impact on NCDs. Future courses are planned on mental health disorders with the World Psychiatric Association (WPA) and diabetes, which is being developed in partnership with the American Diabetes Association (ADA). The cardiovascular disease and stroke prevention courses are approved for continuing medical education (CME) accreditation in countries like the

U.S., Mexico, Peru and several countries in the Middle East, with more countries to follow. Applications for CME for the oncology course are ongoing.

Initially made available in English, the courses are being translated into Spanish, Chinese and other languages.



"NCDs place an enormous strain on healthcare systems worldwide and particularly in low- and middle-income countries. With the support of Viatris, we are able to leverage the prevalence of mobile devices to offer frontline health workers worldwide free education on practical, evidence-based strategies for NCD prevention and management. This is especially critical in resource-limited and remote locations where specialists are scarce, and clinicians in general are too few and far between."

– Neal Kovach, Division Vice President, Global Innovation and Clinical Transformation, American College of Cardiology

94% of users reported that the COVID-19 mini-course summarized the most critical information for front line health workers on the virus and needs of patients

~5,500
individual active
users as of Dec. 2020

190* min
= avg time spent on
COVID-19 course

420* min
= avg time spent on CV &
stroke prevention course

*Engagement time reflects the amount of time the content is open, not necessarily the time that learners are interacting with the content.

Partnerships to help promote science, provide education and build public health literacy are core parts of our holistic approach to access and empower people in their health management. A few examples of partners and projects across the world in 2020 were:

- Collaborated with the International Alliance of Patients' Organizations (IAPO) with a goal of building a sustainable patient-centered approach to the care of NCDs; establish a framework for cooperation to understand the patient voice; explore advocacy opportunities to positively impact the patient journey; and pursue opportunities that would benefit and leverage the missions of both organizations.
- Worked to foster collaborative approaches to help improve the mental health of communities in Asian Pacific economies together with the Asia Pacific Economic Cooperation Digital Mental Health Hub and World Organisation of Family Doctors. The premier initiative is a framework on Integration of Mental Health into Primary Care in the Asia Pacific.
- Supported C3 Collaborating for Health's community-based project, "Prevention in Action," to improve NCD management in disadvantaged communities through innovative digital health strategy known as Community Health Engagement Survey Solutions (CHESS) in England, Ireland and France.
- Made available the "Health Matters with Dr. Adam™" series of animated short movies to nearly 300,000 passengers on Emirates Airlines. The videos were produced to enhance healthcare literacy about NCDs. The partnership continues with Emirates Airlines in 2021, with further healthcare literacy episodes added every month.
- To help stimulate sustainable changes in the management of NCDs across our emerging markets segment, we hosted the first-of-its-kind Partnerships for Change Summit on January 17, 2020. Twenty-three expert leaders representing medical and professional societies, academic institutions, patient organizations and the private sector across Association of Southeast Asian Nations, Latin America and Africa and the Middle East countries came together at the summit to exchange experiences and insights on best practices in addressing the burdens of NCDs.

The Burden of NCDs in China

China is a country with a large population and large unmet medical needs. Cardiovascular diseases represent one of the country's greatest disease burden. To address these needs, we have a long history of partnerships with the healthcare community in China.

In 2020, we:

- Supported the China Public Health Media Education Program (CHEER), which is a national health educational effort jointly initiated by China National Health Commission Propaganda Department, China National Health Commission Disease Control Bureau, China Health Education Center and China Journalists Association. The goal of the program is to educate the public and the media about health literacy. As a longtime sponsor of the program, we have focused on management of NCDs, and were recognized in 2020 with the Public Health Education Facilitation Award.
- Collaborated with clinical experts, epidemiologists and laboratory technologists to develop an intelligent arteriosclerotic cardiovascular disease (ASCVD) risk estimator to help healthcare professionals in determining treatment for patients. The estimator is being used in several hospitals and community healthcare centers to help assess a patient's ASCVD risk and provide personalized target values.
- Together with the American College of Cardiology (ACC), translated and categorized more than 700 materials to be used in the Chinese version of the CardioSmart program, aimed at improving disease awareness and medication compliance and managing risk factors for heart disease.
- Partnered with Cerebrovascular Disease Clinical Medicine Collaborative Innovation Alliance (CDCIA) on the launch of the Liaoning Stroke Health Manager Training Project, which aims to enhance the health management and follow-up intervention of hospitalized stroke patients and reduce their rates of recurrence and mortality. Thirty pilot hospitals in Liaoning Province, China, are participating in the 12-month training plan.



Cardiovascular Health

Cardiovascular diseases are the leading cause of death in the world, causing 17.9 million deaths annually.¹ Lifestyle changes, including eating healthier, getting regular exercise and not smoking can help reduce the risk, but ensuring access to primary healthcare and treatments is also important in the prevention, diagnosis and management of cardiovascular diseases.¹

In 2020, we:

- Added a range of exclusive branded anticoagulants in Europe – Orgaran®, Arixtra®, Fraxiparine® and Embolex® – to help prevent thrombosis, an often underlying cause of heart attack, stroke and venous thrombo-embolism.
- Developed a series of digital education platforms for healthcare professionals to access with up-to-date scientific information across cardiovascular, metabolic and thrombosis areas to improve the standard of care across the globe. One podcast, focusing on lipids, was downloaded more than 4,800 times.

Diabetes

About 422 million people worldwide have diabetes, a chronic metabolic disease that is especially prevalent in low- and middle-income countries.² WHO has set voluntary global targets to halt by 2025 the rise of diabetes and obesity, a major risk factor for the disease.

In 2020, we:

- Increased access to insulin glargine across key markets including the U.S., which will enable patients to receive specialized treatments at a more affordable cost.
- Helped expand access for diabetes patients to affordable insulin by championing legislation which, when passed, addressed the FDA's ability to continue reviewing applications transitioning from drugs to biologics. Because of this fix, the FDA was able to approve our insulin glargine, which launched at 65% lower list price than the original brand medicine.

"During the COVID-19 pandemic, 59% of countries reported that access to essential outpatient noncommunicable disease (NCD) services were disrupted. This reality has further illuminated the plight of patients and healthcare stakeholders and reinforced the importance of Viatris' commitment to addressing the global health impact of NCDs, especially in collaboration with our many partners around the world."

– Abhijit Barve, Chief Medical Officer, Viatris



Oncology

Cancer is the second leading cause of death in the world, and accounts for an estimated 10 million deaths annually.³ As the cancer burden grows globally, many low- and lower-middle-income countries are not equipped to handle the physical, emotional and financial toll that cancer causes.³

To help ease the burden of cancer globally, in 2020 we:

- Worked to expand biosimilar registrations in additional LMICs to enhance access. For example, our biosimilar trastuzumab is registered in 97 countries.
- Brought our patient-centric Ashray program in India, which is designed to raise awareness of breast cancer and hepatitis, to more than 4,000 patients and more than 500 oncologists in more than 500 cities.
- Increased access to more affordable cancer treatment through additional MAs for our biosimilar products Ogviri, Fulphila and Abevmy in countries across our developed and emerging markets segments. In addition, we received WHO PQ for Ogviri.

In 2020, we collaborated in the creation of the Cancer Access Partnership (CAP), together with the Clinton Health Access Initiative (CHAI) and American Cancer Society (ACS) as well as Novartis and Pfizer. The CAP works to increase access to leading-edge cancer treatments in low- and lower-middle-income countries. On March 8, 2021, they announced an important expansion, supporting the launch of the WHO's Global Breast Cancer Initiative, which could generate a 60% savings on purchased medications.⁴

Respiratory

Chronic diseases that affect the airways and other structures of the lung are known as respiratory diseases, and the most common of these is chronic obstructive pulmonary disease (COPD) and asthma. WHO estimates that approximately 235 million people suffer from asthma.

In 2020, we:

- Received approval for Revatio® for treatment on pulmonary arterial hypertension in adults, a rare disease with high unmet medical needs in China.
- Expanded access to more affordable asthma treatment in Canada with the launch of Wixela® Inhub®, (fluticasone propionate and salmeterol inhalation powder, USP), the first available bioequivalent alternative to ADVAIR® DISKUS®.

COLLABORATING TO PROMOTE HEALTHY AGING IN EUROPE

Nine of the ten countries with the longest life expectancy in the world are in Europe.⁵ But living longer does not necessarily mean living a healthy, active and independent life. Challenges such as treatment adherence and fragmented care affect health outcomes for NCD patients, making healthy aging an important issue across the continent.

We partnered with the European Commission's European Innovation Partnership on Active and Healthy Aging to create project chAnGE to address these challenges. The project included collaborating with key stakeholders from the healthcare industry, academia and patient organizations to identify key initiatives to help increase adherence to treatment and drive integrated care models to improve patient access.

A comprehensive strategy was developed addressing healthy aging in patients with noncommunicable disease. From that work, multiple NCD partnerships grew, including five projects across the U.K., Ireland, Italy, Greece, Belgium and Portugal related to medication adherence, integrated care and the prevention of functional decline in the aging population.

As a leader in the treatment of NCDs and a trusted scientific partner, we look forward to actively working with all the project leaders in disseminating the outcomes of this work and promoting healthy aging not only in Europe, but worldwide.

"Project chAnGE launched in 2018 to gather top competencies throughout Europe to improve patient outcomes in the areas of therapy adherence, integrated care, support of lifespan health promotion and the prevention of age-related frailty. Now in collaboration with Viatris, It has been very inspiring to see the outputs to-date, including five published papers, and the initiation of multiple projects across Europe with more than 15 healthcare partners and institutions; all this through the lens of excellence in patient-centred care."

– Alessandro Monaco, Co-Ordinator of the Adherence Arm at EIP on AHA & Lecturer at HEC University Paris



Women's Health

Gender has a significant impact on health, both as a result of biological differences and societal norms. In many communities across the world, women and girls are discriminated against in ways that considerably hamper their ability to make decisions about their bodies and their health, which unsurprisingly creates hardships across almost all other spheres of life. Women and girls must be respected and treated as equals and as part of our mission, we work to help ensure women's and girls' equal access to quality medicine and healthcare. We provide a large portfolio of women's health products and medicine including for reproductive health.

In 2020, we:

- Provided contraceptive products to 16.5 million women in 2020, despite the operational and logistical challenges due to COVID-19. In line with our commitment to U.N.'s Every Woman Every Child Initiative, 39 million women in the family planning (FP2020) target countries since 2017 have been provided access to our women's health products, exceeding our original goal to reach 25 million women and girls.

Exceeded our goal by 14 million of providing contraceptive products in FP2020 countries

Related Sources

[1WHO Health Topics: Cardiovascular Disease](#)

[2World Health Organization: Diabetes](#)

[3WHO Health Topics: Cancer](#)

[4Clinton Health Access](#)

[5WHO: 10 Facts on Healthy Aging in Europe](#)

- Partnered with the International Society of Gynecological Endocrinology to ensure ongoing medical education through two global webinars about menopause, in which 900 people participated.
- Improved access to Depomedroxyprogesterone acetate (DMPA) contraceptive injection with increased supplies in FP2020 target countries, which are some of the poorest in the world, to provide women in these countries with more treatment options.

"Gender is an important factor in determining access to medicine and health outcomes. Throughout the past year, we have witnessed the disproportionate impact that COVID-19 has had on women and girls across a spectrum of health, economic, security and social issues. These impacts, unfortunately, will not be remedied by a vaccine. They will require holistic, systemic and persistent work. As we advance our mission, focusing on gender in the context of health equity is critical."



– Michael Goettler, CEO, Viatris

Advancing Biosimilar Options

We have been a leader in creating access to biosimilars across the world, thanks to our focus on R&D, a deep scientific ability and strong legal and regulatory expertise. We offer one of the industry's largest and most diverse biosimilar portfolios. We launched our first biosimilar in 2014 and have since secured more than 300 marketing authorizations for biosimilars in countries around the world, demonstrating our commitment to bringing more affordable treatment options to patients living with life-threatening and chronic illnesses, such as cancer, rheumatoid arthritis and diabetes.

We are committed to building on that strong foundation by leveraging our strengths and partnerships around the world to identify unmet needs and create access to biosimilars where they are needed most.

Secured 60+ marketing authorization approvals

&

Filed 190+ marketing authorizations in Emerging Markets and Greater China

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 Feb 2021

In 2020, we:

- Increased access to biosimilars including trastuzumab, pegfilgrastim and insulin glargine across the U.S. and other key markets, which will enable patients to receive specialized treatments for critical diseases at a more affordable cost.
- Received Regulatory approvals for adalimumab, biosimilar to Humira®, the highest selling brand in the world, in key markets such as the U.S., Canada and Japan.
- Delivered on our commitment to increase access to more affordable insulins by being the first company to launch lower-priced insulin glargine in both vial and pen presentations in the U.S. and submitting an application for interchangeable insulin glargine to the U.S. FDA.
- Improved treatment options for patients suffering from autoimmune diseases in Europe by introducing biosimilar etanercept, our second immunology biosimilar to launch in this region.
- Secured 60+ marketing authorization approvals and filed 190+ marketing authorizations with health authorities in Emerging Markets and Greater China to ensure that more patients will have access to life-changing biologic medicines no matter their geographical location.





Employee Health



UN SDGs:

Good Health and Well-Being (3)

Gender Equality (5)

Decent Work and Economic Growth (8)

A Place to Make a Difference in the World

The creation of Viatris brought together two highly talented workforces, comprised of colleagues who are entrepreneurial, experienced and motivated by our mission. Together, we are committed to establishing Viatris as a place where employees can find a purpose and make a difference in the world. Our goal is to foster an engaging and rewarding work environment in which all colleagues feel a sense of belonging and can reach their full potential.

The Viatris Way guides how we build a performance-driven, highly engaging and inclusive organization through all aspects of the employee experience. We will work to motivate, inspire, retain and attract colleagues as we build the company we want to be. Looking ahead, while the launch of a new company creates opportunities for colleagues, we must also be sensitive to the challenges inherent in combining two organizations and executing on a global restructuring program. Establishing a culture of diversity, inclusion and belonging while engaging our dedicated workforce will be critical as we work together as one to achieve our mission.

KEY TAKEAWAYS:

- » Viatris was launched in 2020 with support from colleagues across the globe, and together we continue to integrate and build our new company.
- » We are focused on creating an engaging and highly inclusive culture, with a continued emphasis on employee health and safety and overall well-being.
- » Attracting, engaging and developing talent remains a top priority as we seek to be an employer of choice around the world.



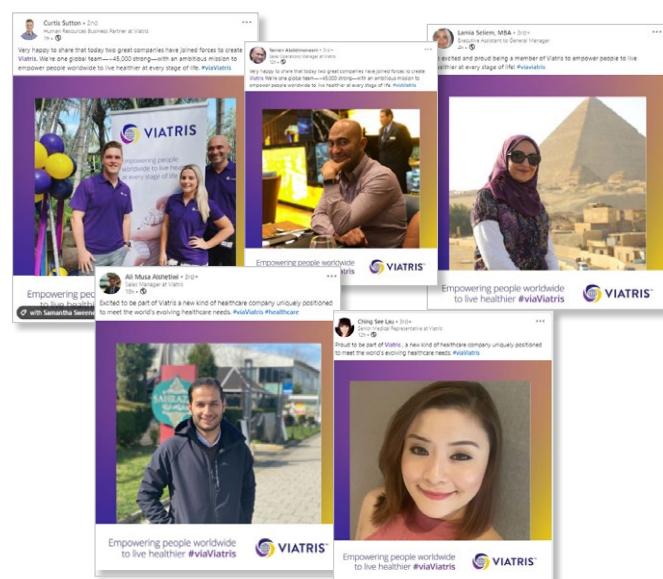
A comprehensive description of the company's management, governance and organization as well as performance data is presented on p. 78-81, 100-105.

Creating Viatris

To launch our new company, we invested significant time to build the right organization structure and leadership. We applied a structured selection process utilizing talent data as well as interviews and panels, with emphasis on retaining key talent. To nurture leadership skills that support our mission and help drive our growth and future success, we also developed leadership criteria for selecting leaders based on their ability to:

- Demonstrate authenticity and courage
- Shape the future of the business
- Create positive impact
- Maximize value and profitable growth
- Balance agility with discipline
- Grow talent and build diversity

As part of ensuring that colleagues have a positive experience and continuity, another critical piece of our integration efforts was successfully managing the complexity of multiple country-specific policies, processes and systems – as well as providing compensation, benefits and business critical training without disruption to colleagues in more than 70 countries. Work is ongoing to create The Viatris Way, as we continue to harmonize performance, compensation and benefit programs and establish common metrics and incentive programs across the business.



Engaging Our Employees Through Times of Change

We are working to build strong engagement to strategically drive a positive employee experience that fosters trust and transparency. This has been especially important as we establish our new company and advance our continuing integration efforts.

To provide clarity on topics such as local compensation, benefits, payroll and day-to-day HR support, we established a multiyear transition strategy that began with 115 local employee briefings prior to our first day as Viatris. Those updates as well as regular briefings via various communication channels helped colleagues stay informed about our progress in reaching key milestones and prepare for the transition to our new company.

- Nearly 13,000 employees worldwide participated in our first global town hall meeting to celebrate our first day as a new organization.



Viatris' leaders defined 90-day plans to set priorities for our continued integration, including the key elements of engaging our people and building our culture. We have begun harmonizing principles on topics that are important to our colleagues and represent key policies, such as our code of conduct, diversity and inclusion, flexible remote work, internal opportunities and volunteerism.

We have created an engagement strategy for 2021, which includes conducting an employee engagement survey in the second half of 2021 to collect insights into our integration as Viatris and shape the employee experience.

Responsible Global Restructuring

We provided details in December 2020 and February 2021 on our previously announced global restructuring initiative, designed to ensure we can deliver sustainable value to patients, customers, shareholders and other stakeholders; and meet our financial commitments. Up to 20% of our global workforce of approximately 45,000 colleagues may be impacted upon completion of this multiyear initiative. We are committed to transparency in communicating restructuring changes. To provide as much support



as possible to affected colleagues and honor our commitment to treat employees fairly and with respect, we have:

- Worked to find potential buyers for impacted facilities in order to preserve as many jobs as possible and with communities to identify potential alternatives, wherever feasible.
- Implemented a comprehensive plan to support impacted employees by providing, for example, severance pay, healthcare continuation for employees and their dependents, outplacement services, employee assistance program (EAP) counseling, job fairs and tuition assistance, subject to customary local considerations and discussions with employee representatives, as applicable.
- Established resume-writing, mock interviews and other skill-building activities to support colleagues in our largest manufacturing plant, located in Morgantown, W.V., in finding new employment opportunities. We have also reached out to third parties and agencies that can help employ impacted individuals.

"In addition to serving as a benefit for current colleagues, providing opportunities with more flexibility for certain types of work also means that recruiting and retaining talented individuals may no longer be limited to geographic boundaries. This opens the door for more diverse perspectives and experiences that are vital to our mission."

– Beth Pratt, Head of Global Talent & Organization Development, Viatris

Earned recognition as one of China's 101 top employers by the Top Employers Institute, a global authority on excellence in HR practices.

Retaining talent is essential in times of restructuring. To ensure our workforce is positioned for the future, we have:

- Started implementation of a common applicant tracking system to connect external and internal talent with open roles and make them more accessible. An internal opportunities policy will help colleagues explore and grow their careers within Viatris.
- Initiated plans to provide opportunities for more flexible-remote work arrangements to help colleagues find ways to maximize productivity and efficiency at work while balancing their personal lives. This also means that recruiting and retaining talented individuals will no longer be limited by geographic boundaries.
- Continued to encourage colleagues to make their career aspirations known. Nearly 3,500 colleagues updated their data to reflect their career interests, relocation preferences and work history in a central HR information system.¹ Access to talent data aids managers in identifying opportunities for development and internal mobility for employees.

Related Sources

(?) ¹Refers to Legacy Mylan only, as efforts continue to capture the entire Viatris workforce

Diversity and Inclusion

Diversity and inclusion are essential to our mission. We must understand and embrace what makes individuals unique as well as seek to be representative of the stakeholders we serve and depend on. The diversity we foster in all aspects of our business can be one of our greatest strengths.

We are affirming the importance of diversity and inclusion through efforts that reinforce our intent to ensure equal opportunities for all employees and to create a positive, productive work environment where integrity, dignity and mutual respect for all are valued, and discrimination and harassment are strictly prohibited.

All Viatris colleagues share a joint responsibility to uphold a work environment that supports diversity and inclusion:

- Treating others with dignity and respect at all times.
- Holding others responsible if witness to discriminatory or harassing conduct.
- Practicing and engaging in respectful communication.
- Exhibiting conduct that reflects inclusion during work, at on- or off-site work functions, and at all other company-sponsored and participative events.
- Attending and completing diversity awareness training

Viatris created Employee Resource Groups (ERGs) based on leader-led diversity discussions and experience from employees worldwide. Based on employee input, our first four ERGs were identified around the following groups: Blacks, Women, LGBTQ+ and Working Parents. Through the ERGs, colleagues will listen and learn from each other and strive to change our company and our communities for the better.

- We will deploy diversity trainings and set diversity and inclusion goals that will be tracked beginning in 2022.
- As part of promoting a workplace free from harassment, we also deliver Workplace Harassment Avoidance training with the intent to introduce the training to all Viatris employees.

VIATRIS EMPLOYEE RESOURCE GROUPS - EXECUTIVE SPONSORS

"The Black ERG aims to create a more diverse, inclusive work environment with a focus on current and future Black colleagues through advocacy, community service, networking and professional development. Its name reflects the global nature of the ERG in supporting the interests of Black people worldwide."



– Menassie Taddese, President, Emerging Markets, Viatris

"Throughout my career, I have been the beneficiary of strong women role models, managers, leaders, mentors and friends. I hope to create similar opportunities for women at Viatris through the women's employee resource group."



– Joanna Wolkowski, Head of Strategy, Portfolio Decisions and Analysis , Viatris

"Being able to bring our authentic selves to work every day enables all of us to contribute even more fully to our mission. At the same time, it is a pivotal moment in time for the LGBTQ+ community in terms of the social, political and cultural conversation that is going on. The LGBTQ+ Employee Resource Group (ERG) is open to all who want to work to make a more inclusive environment for all at Viatris and be part of the conversation."



– Jenn Mauer, Head of Global Communications and Corporate Brand, Viatris

"Managing work-life balance as a working parent has always been challenging, and even more so in the last year during the pandemic. I'm excited to bring parents together who can share their experiences, ways of working, and perspectives to help foster personal and professional growth."



– Bill Szablewski, Head of Capital Markets, Viatris

Talent Management and Development¹

We are committed to creating learning and growth opportunities connected to our business priorities and talent strategies, building on the solid progress made in 2020.

For example, we:

- Introduced new resources dedicated to development, featuring on-demand training content from various venues.
- Achieved participation from nearly 2,000 employees in virtual instructor-led development courses on topics that included remote work applications, generations in the workforce, coaching and providing effective feedback.

~2,000 colleagues

participated in virtual instructor-led development courses on working and leading remotely

- Piloted an online, on-demand training to approximately 8,000 employees worldwide. Achieved more than 68,000 completed courses; popular topics included working/managing remotely, preparing for organizational change and developing resiliency.
- Surpassed a total of 16,000 colleagues who are tracking development goals, with more than 4,300 adding new items in 2020. Viatris colleagues will be encouraged to set development goals and complete talent profiles to ensure their career interests are known.
- Reached 3.3 million courses completed through our learning management system, MyUniversity, with the majority focused on Current Good Manufacturing Practices (cGMP), regulatory and compliance topics.
- Trained more than 1,000 leaders on the company's own coaching model, focused on creating ownership, understanding motivations and inspiring change at its core – all on a foundation of building trust and providing valuable feedback.



Achieved >68,000 completed professional development courses

- Conducted performance reviews for more than 99% of eligible employees for the 2020 performance year; more than 86% of these employees had defined performance objectives for the year.
- Initiated planning for online learning to ensure that Viatris colleagues have access to learning - or pathways - to develop their skills based on their needs and interests at their own pace.

Additionally, in 2020 we maintained a U.S.-based internship program, despite challenges of the COVID-19 pandemic. Although scaled back from previous years, each of our 41 interns received more than 20 hours of development and 45% continued on with the organization as a full-time employee, external temporary worker or student worker. We will offer an intern program in 2021.

My UNIVERSITY

Related Sources

¹Refers to Legacy Mylan

Employee Well-Being¹

A competitive rewards package helped employees to continue to take charge of their personal and financial well-being. Throughout the year, we hosted fairs at sites worldwide, including virtual events as practical, to inform employees about their benefits, both health and financial, and how to use them to their fullest. We also added an ESG fund to the U.S. 401(k) plan to provide employees with more options for growing their savings while investing in socially responsible companies.

Benefits offered included educational webinars on topics ranging from mindfulness to healthy eating to budgeting. We sponsored activities to encourage employees to live healthier lifestyles, including vision screenings, flu shots and exercise challenges, among other health and wellness programming. We also supplemented employee wellness initiatives with support ranging from fitness center discounts to employee assistance programs (EAP). Wellness will be an important element of Viatris' engagement strategy in support of our mission and the well-being of our workforce.

Employee Health and Safety

We are committed to providing a safe and healthy workplace for our employees, contractors and visitors. As part of creating our new company, we immediately began the work to join the two legacy companies into one environmental health and safety (EHS) platform. This is an opportunity to build something even better than our strong legacy programs. We are sharing best practices and learning from each other. We are working on a new EHS management system which will include our EHS policies, principles, global programs and technical requirements. In addition to our rigorous safety programs and practices, we also remain committed to cultivating an environment that encourages our people to speak up and play an active role in making workplace safety a priority.

Ensuring the safety of our colleagues around the world took on new meaning as we managed through the COVID-19 pandemic, and we continue to follow health authority guidelines for our facilities

"The award of a five-star grading following our occupational best practice Health and Safety Audit is an outstanding achievement and is reflective of a proactive organisation, which is committed to continual improvement in its health and safety arrangements and managing risks to workers' health, safety and welfare. Viatris should be very proud of this achievement."

— David Parr, Head of Audit and Technical (SHE) Services at the British Safety Council



with essential workers around the world. We implemented social distancing measures, daily health assessments and split shifts where feasible.

Areas of focus in 2020¹

As part of our ongoing work to continuously enhance our health and safety programs, we completed a five-year continuous improvement strategy to implement best-in-class EHS technical standards at all operations facilities. Each year, we conduct self-assessments on the standards to ensure alignment with the five-year plan.

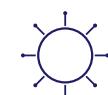
Reduced total recordable incident rate by 21%¹ in 2020, which is 67% better than the industry average²

Areas of priority included:

- Ensuring the health and safety of our colleagues in addressing the COVID-19 pandemic.
- Serious or fatal incident prevention including targeted campaigns and training. Globally, this helped to drive a significant increase in early identification and correction of potentially hazardous conditions, equipment or behaviors and a decrease in recordable or major incidents.
- Expanding our Safety Culture Program at additional operations locations. The program includes safety culture survey tools, leadership and employee workshops, and continuous improvement tracking for our sites.

Four locations in India achieved the 5-Star rating from the British Safety Council in 2020, bringing the total number of locations with this rating to six.

Also last year, three locations received the Sword of Honor Award.



COVID-19

Supporting Our Employees

Since the start of the pandemic, we focused our attention on employee health and safety first while continuing to deliver on the company's mission to provide patients with access to medicine. A cross-functional COVID-19 task force was formed to track developments, identify trends based on our centralized reporting and govern decision-making across the enterprise. COVID-19 plans were established for individual sites, supported by a steering committee tasked with monitoring statuses and changing conditions.

Drawing on a survey of approximately 100 top leaders¹ and regular communication with local teams, we provided customized employee support that addressed varying needs across markets and sites. Flexible work arrangements, including schedule and shift adjustments, were developed to balance employee safety and business needs.

Functional teams across the company worked to quickly deploy the resources needed to enable significant changes, including introducing enhanced technology tools to aid teams in working remotely and delivering training on coaching remotely to nearly 350 leaders. We extended benefits and support services at various sites around the world, ranging from access to COVID-19 testing to expanded EAP counseling for stress and anxiety to teledentistry. In addition, we developed policies for both business and personal travel, including minimum quarantine periods, to provide clear guidance on operating in the COVID-19 environment.

~10,000 colleagues transitioned to working remotely during the pandemic in 2020

For those employees still working on-site, we performed regular cleaning protocols and provided applicable protective supplies. We established policies restricting site visitors and vendors to help limit our colleagues' potential exposure and designed a toolkit of digital and physical signs specific to our sites to ensure strong messaging regarding the pandemic.

Whether colleagues were working remotely or on-site, we issued regular global communications regarding the latest developments and empowered sites to issue messages to rapidly respond to changes. We also shared wellness reminders with employees in support of local health authority guidelines.

In addition, guiding principles on vaccinations were developed to strongly encourage colleagues to be vaccinated, respecting local governmental authorities and guidelines.

"Over the past year, colleagues around the world have gone above and beyond, on-site and at home, in maintaining essential operations for patients worldwide while standing up our new company. Times like this make us stronger as we create a highly engaging and inclusive performance-driven culture together."

— Andrew Enrietti, Head of Global Total Rewards and HR M&A, Viatris



Awarded bonuses globally to frontline workers, including contractors, in recognition of their efforts to provide patient access to medicine across the globe during the pandemic.



Related Sources

¹Refers to Legacy Mylan

²Per U.S. Bureau of Labor Statistics



Environmental Health



UN SDGs:

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

Advancing Environmentally Sustainable Operations

We are committed to advancing sustainable operations and innovative solutions to improve patient health. This means we focus globally on environmentally responsible conduct while systematically and diligently working to minimize our environmental footprint. Environmental and human health are interconnected, a relationship underscored by climate change and water stress. Our integrated, comprehensive approach focuses on managing our water use, air emissions, waste, climate change and energy impact.

Looking ahead, to ensure we identify and manage risks and opportunities appropriately, we are executing a scenario and risk analysis to establish a baseline for the new company regarding climate change, water and waste. This work will take into account Viatris' consolidated operational footprint. The analysis will inform targets in these areas, including science-based targets and strategies, acknowledging the context of the Paris Agreement.

KEY TAKEAWAYS:

- » Through our environment, health and safety function, we are creating an integrated approach to managing our use of water, impact on and from climate change and energy efficiency, waste reduction and air emissions.
- » We are actively engaged in promoting environmentally responsible manufacturing, including through the continued adoption of the Common Antibiotic Manufacturing Framework.
- » We look forward to setting science-based performance targets, initially focused on climate, water and waste, and to communicating on these targets in our 2021 sustainability report.



A comprehensive description of the company's management, governance and organization as well as performance data is presented on p. 82-86, 100-105.



MITIGATING ANTIMICROBIAL RESISTANCE

Viatris is committed to working with stakeholders across the industry to combat antimicrobial resistance (AMR), which occurs when bacteria evolve to withstand the effects of antibiotics. Many factors contribute to AMR, including poor infection control, over-prescribing of antibiotics and antibiotics in the environment. Most antibiotics in the environment are the result of human and animal excretions while a significantly smaller amount is from the manufacturing of active pharmaceutical ingredients (API) and their formulation into drugs.

We are a signatory to the Davos Declaration on combating AMR and a founding board member of the [AMR Industry Alliance](#). We have adopted the AMR Industry Alliance Common Antibiotic Manufacturing Framework and are an active member of its manufacturing working group.

The Common Antibiotic Manufacturing Framework provides a common methodology to assess potential risk from antibiotic discharges and to take appropriate action when necessary.

In 2020¹, we advanced our work in the fight against AMR in the following ways:

- Continued to apply the Common Antibiotic Manufacturing Framework across all internal manufacturing sites.
- Completed the quantification of antibiotics in effluent and compared to the latest AMR IA PNEC target values at our own sites. As part of this commitment, the AMR Industry Alliance developed a unified approach to establishing discharge targets for antibiotic manufacturing, referred to as Predicted No Effect Concentrations (PNECs) for use in environmental risk assessments of antibiotics. We conduct risk assessments using the discharge target values published by the AMR Industry Alliance to assess potential risk of release of antibiotics from production, and if needed, take corrective action.
- All legacy Mylan sites meet the expectations of the Framework.
- Communicated with all antibiotic suppliers the expectation to adopt the framework. We are reviewing the top 35 suppliers covering nine of the top 10 antibiotic drug classifications regarding their adoption of the framework, completion of antibiotic quantification in effluent and status of meeting the AMR Industry Alliance Predicted No-Effect Concentrations (IA PNEC) targets.



Viatris' Environmental Health and Safety Management

To create a best-in-class model for Environment, Health and Safety (EHS) management, we're integrating two strong foundations from our legacy companies – both built on compliance with local regulatory requirements as well as global company policies, programs and standards, all wrapped in a culture of continuous improvement. We are sharing best practices and learning from each other, ensuring we are stronger together. In 2021, we expect to establish a Viatris EHS Governance Committee, Viatris EHS management system, policies, programs and standards, incorporating technology and processes to further enhance our robust and efficient structure for managing all aspects of EHS.

Water Stewardship

Conserving water and proactive wastewater management are core components to managing sustainable operations as well as in promoting access to medicine and good health. High-quality water supply is essential for our operations, and we are committed to working to protect and conserve this resource. At the same time, access to clean water is key to a patient's ability to maintain treatment adherence as well as prevent disease in the first place.

Across our network and local communities, we are continuing to identify water management best practices – including recycling wastewater, optimization of water systems and rainwater management. We have implemented measures to reduce our water use, enhance efficiency and ensure that no untreated wastewater enters the environment.

In 2020, we:¹

- Achieved a reduction of 550 kiloliters per month of freshwater supply at our injectable manufacturing location in Bangalore, India, by recycling boiler condensate within facility systems.
- Completed the initial phase of rainwater runoff collection, management and treatment systems across three manufacturing sites in India.



2020 CDP SCORES¹

Water Security: **B**

Climate Change: **B-**

- Expanded and optimized zero liquid discharge (ZLD) technology and RO plant capacity at our second injectable manufacturing location in Bangalore, India, so it can process more wastewater while operating fewer hours per day.
- Expanded the application of our ZLD system at one of our API manufacturing sites in India, further reducing the amount of freshwater required.
- Completed the installation of ZLD technology at manufacturing facility in Indore, India, bringing to a total of 10 ZLD facilities in the country, eight of which manufacture antibiotics.

Energy Efficiency and Climate Change Mitigation

We are committed to doing our part to mitigate climate change. For us, addressing climate change includes systematic work to reduce carbon emissions, increase the share of renewable energy and enhance efficiency in our operations as well as to manage any risks to our operations.

We assess the risks to our network on an ongoing basis and take measures to help ensure our ability to uphold a stable supply of medicines. Protecting our employees, our products, our facilities and the environment is a long-standing priority. We are in the process of conducting scenario analysis to identify our baseline and inform science-based targets and action plans for the new company.

In 2020, legacy Upjohn undertook several initiatives to reduce the environmental impact across its manufacturing facilities. Some key initiatives that will inspire Viatris' work going forward include: carbon neutrality assessments with support of external experts at Little Island, Ireland; Dalian, China; and Vega Baja, Puerto Rico; and, renewable energy and water stewardship projects in Turkey. The outcome of the projects will provide valuable insights as we continue on our path as Viatris, working to reduce our carbon footprint across our entire network.

Related Sources

(?) ¹Refers to legacy Mylan

In 2020, we¹:

- Upgraded the burners on natural gas boilers to reduce the amount of natural gas consumption at our Chatillon, France, manufacturing plant.
- Upgraded or replaced multiple heating, ventilation and air conditioning units across the network of sites in North America including St. Albans, Vermont; Sugar Land, Texas; Rockford, Illinois; Caguas, Puerto Rico; and San Antonio, Texas. The changes resulted in replacing 1,420 lbs of ozone depleting substance refrigerant with a non-ozone depleting substance alternative.
- Began evaluating our Scope 3 greenhouse gas emissions in seven categories: capital goods, waste generated in operations, business travel, employee commuting, use of sold products, downstream leased assets and franchises.
- Completed several effluent treatment plant energy projects at one of our facilities in India, including the addition of variable frequency drives (VFDs) to air blowers and optimization of pumps, which have achieved a 8.3% reduction in energy consumption compared to 2019.
- Completed a project to optimize the aeration blowers in our wastewater treatment plant in Galway, Ireland, resulting in a 77% reduction in energy required for aeration.

- Installed a 73 KW solar power generation system on the rooftops and open areas at one of our API manufacturing facilities in India and a 75 KW solar power generation system at our global R&D center in Hyderabad, India.
- Optimized the recovery at our reverse osmosis system (RO) system at our plant in Ahmedabad, India, decreasing power and fuel consumption requirements.

Reducing Waste

Throughout all of our operations, we work diligently to reduce waste. We do this through responsible use of resources, increasing recycling, reusing materials and initiatives dedicated to waste minimization, as well as appropriately managing and reducing hazardous and non-hazardous waste generated from our processes and operations. We divert 95% of pharmaceutical waste from landfills to incineration or energy recovery facilities.

In 2020¹, we achieved zero waste to landfill at two additional facilities in India, bringing our global total to 13 sites with this status. And globally, we have decreased total waste sent to landfill by over 18% compared to 2018.

Decreased total waste sent to landfill by
more than 18%
compared to 2018



"Environment, health and safety is very important for our business, and we really pay serious attention to it. As a responsible organization, we are not only committed to provide a safe and healthy workplace for our employees, contractors and visitors but also to protect the environment."

– Sanjeev Sethi, Chief Operating Officer, Viatris

Air Emissions¹

Reducing emissions to air - particulate matter, sulfur oxides, nitrogen oxides, volatile organic compounds (VOC) - remains a top priority. In 2020, we continued our systematic work by completing a Leak Detection and Repair (LDAR) study at five API manufacturing sites in India to reduce fugitive emissions of targeted chemicals into the environment.

To reduce volatile organic compounds, we installed advanced dry scrubbing systems and carbon beds connected to wet scrubber vents at the effluent treatment plant and process area scrubbers at one of our API manufacturing sites in India. Similar efforts are in progress at other API manufacturing sites.

Sustainable Packaging¹

We are continuously looking for ways to make our packaging more sustainable while also meeting the highest regulatory standards around the world. Our team in Confienza, Italy, has been on the forefront of making updates to packaging through dedicated projects that have resulted in less packaging material and waste. For example, they replaced the inner plastic bag in the Saugella sanitary napkins box with a bio-material, resulting in the reduction

of five metric tons of plastic per year and eliminated the external plastic packaging that covers the Saugella liner boxes, resulting in an incremental annual reduction of one metric ton.

The team routinely returns cardboard boxes and plastic trays for recycling, resulting in 120 metric tons of cardboard and 8.5 metric tons of plastic waste saved in 2020. The thickness of Saugella personal hygiene product bottles (250 ml and 500 ml) was reduced by two grams, saving 17 metric tons of plastic used on the packaging. As part of these efforts, the site also switched to FSC certified cardboard for food supplement boxes, with plans to do the same for cosmetic boxes in 2021.

In Merignac, France, our team completed a project related to shipping of products. They coordinated with both internal and external stakeholders to optimize and standardize the palletization of 125 ml Betadine bottles during the shipping process. The project will decrease the number of pallets needed by 990 per year or approximately 30 truckloads.



Related Sources

(?) ¹Refers to legacy Mylan



Global Public Health



UN SDGs:

Good Health and Well-Being (3)

Partnerships for the Goals (17)

Advocating for Sustainable Access to Medicine

The three pillars of access, leadership and partnership that drive our mission also lay the foundation for our policy advocacy around the world: to enable patients to access the right treatments at the right time, regardless of geography or circumstance. An important part of securing stable access to medicine for current and future patients includes policy dialogue and collaboration. We are committed to bridging traditional divides in search of solutions.

We know that people may encounter many different conditions over their lifetimes. The design and capacity of healthcare systems, government funding and insurance models as well as what patients must pay out of pocket differ greatly across the more than 165 countries we distribute products. But where someone lives or how much money they have shouldn't determine their access to preventive care, appropriate diagnosis and treatment. Driving policy solutions that address the needs of individuals while better enabling public health systems to function is critical to empowering people worldwide to live healthier, at every stage of life. We will endeavor to partner with organizations that share our priorities and support our policy goals, with a focus on transparency.

KEY TAKEAWAYS:

- » Our global policy advocacy is focused on the specific ways that Viatris can help to address the world's most pressing healthcare issues. Our policy priorities include:
 - Preserving access to quality medicines;
 - Building healthier markets; and
 - Strengthening a safe and resilient supply of treatments across borders.
- » We engage with key partners, including patient advocacy groups and industry associations, to amplify our impact.

Dynamic Policy Environment

We champion policies that reduce barriers to treatment, balance the benefits of both competition and innovation to sustain delivery of high-quality, affordable medicines, and partner with governments, healthcare providers and patient organizations to deliver better health. Those solutions are needed now more than ever, as the pandemic has exposed and exacerbated deep systemic access issues around the world and an increasingly urgent need to provide value to health systems globally. These issues include glaring health disparities between and within countries; an increasingly protectionist focus on domestic sources of pharmaceutical supplies; and economic pressures that pit healthcare against other necessities for individuals and governments alike.

In addition to the public health and socio-economic impacts from COVID-19, 2020 was also a year with significant political events across several geographies that will shape the policy, trade and regulatory environment we operate in for years to come. A few noteworthy examples include the election of a new administration in the U.S., the implementation of the European Union's green and just growth strategy, 'the EU Green Deal,' and the launch of the EU pharmaceutical strategy. Further, the U.K. exited the EU and China outlined its 14th five-year plan, which was formally adopted in March 2021. Events in 2021 motivated governments in many countries, especially in the Viatris Emerging Markets segment, to improve drug security and self sufficiency and begin to implement policies to that effect.

As we move into 2021 and beyond, the policies that best support access must evolve to meet the needs of our changed world. And as health systems globally work to build back and recover from the pandemic, we are committed to partnering with governments, healthcare providers and patients to achieve a more equitable approach to ensuring stable, resilient access to medicines for decades to come.

Sustainable Access: Why Generics and Biosimilars are Important

Around the world, the use of generics and biosimilars is a proven solution to reduce strain on healthcare budgets while allowing more patients to get the treatments they need, without compromising on quality, safety or effectiveness.

High-income countries have benefited from tremendous savings associated with generic and biosimilar competition. In the U.S., the healthcare system saved \$313 billion through its use of generics in 2019 alone, with savings totaling almost \$2.2 trillion over the past decade; though generic utilization is around 90%, generics

NOTABLE GENERICS SAVINGS^{1,2}

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

represent only 20% of medicines spending.¹ A similar story is seen in other regions and countries. In Europe, generics were used 67% of the time, but represent just 29% of spending. In Canada, generics were used 74% of the time and represented 27% of spending, while in Australia, generics made up 84% of volume and 29% of spending.²

The WHO notes that in low- and middle-income countries, chronic disease morbidity and mortality can be significantly reduced just by getting patients the medicines they need. In these countries, the lower cost of generics allows tight healthcare budgets to stretch and reach more patients, including those who otherwise may not have had access to treatment. WHO maintains that increasing the use of generics is a key strategy for improving the affordability of medicine in these regions.

Further, the value brought by generic, biosimilar and other off-patent competition is increasingly evident by the social disparities in health outcomes across countries and therapeutic areas and as health system resources are constrained by the COVID-19 response; these off-patent medicines will be an important component of a post-COVID-19 health system as economies increasingly feel the aftershocks of this global pandemic. As the world is finding new ways of working together to help address these urgent public health needs amid public health budget restraints, there is a need and an opportunity for international collaboration to advance policies streamlining regulatory requirements to allow for truly global access, including through tailored biosimilar development and approval pathways that speed up availability of important treatment options.

"One of the three key drivers of our mission is partnership because we recognize that through collaboration, we can go farther to meet unmet needs around the world. To truly make a difference, it takes the expertise of different stakeholders who understand the patient experience and can work together in ways big and small to move the needle."

— Erika Satterwhite, Head of Global Policy, Viatris



Preserving and Promoting Access to Quality Medicine

Advocating for regulations and policies that will facilitate the introduction and uptake of biosimilars and generic medicines is key in our work to scale up access. Across many geographies, there are still existing policies that create hurdles for these options, ultimately slowing down access to treatment and driving up cost for payers. Throughout the past year we:

- Mobilized global stakeholders to address ways to streamline biosimilar approval processes to facilitate greater access to these medicines, including participating as co-author in first peer-reviewed paper of the International Generic and Biosimilar Medicines Association (IGBA) on tailoring clinical trial requirements for biosimilar development.
- Chaired the Biosimilars Committee of IGBA to progress collective industry engagement on issues of regulatory efficiency and science-based policymaking.
- Participated in regulatory harmonization efforts through nine company experts volunteering to support IGBA participation in International Conference on Harmonization (ICH) Expert Working Groups.
- Worked with the Irish NHS to secure patient access and greater healthcare provider choice by listing generic glatiramer acetate, a non-biological complex drug licensed for the treatment of relapsing forms of multiple sclerosis (MS), as the best value option through its Medicines Management Programme (MMP). The MMP aims to promote safe, effective and cost-effective prescribing of medicines, recognizing the benefit of generic competition to improving the cost-effectiveness of treatment options that otherwise may have been out of reach for patients.
- Supported the Yeehong Institute in China to help interpret and address questions resulting from the government's

newly issued Drug Registration Regulation. The series of five workshops, which continued into 2021, include education on generic drugs, inhalers, biosimilars and other formulation-modified medicines. Feedback from the workshops will be compiled and submitted to the health authority to help inform future policy discussions.

- Collaborated with Charles River Associates to identify gaps in current policies regarding treatment of noncommunicable diseases (NCDs) in emerging market countries. The focus was on cardiovascular and mental health and central nervous system disorders. Findings will be used to develop a policy roadmap to address opportunities to create access for patients.
- Engaged in the Philippines with the U.S. Embassy, Office of the President and the Philippines FDA to help get approval for a site change application for Norvasc® 5 mg and 10 mg, which had previously been denied resulting in a lack of access for more than half a million Filipinos that use the medicine to manage their hypertension.

PREPARING FOR BREXIT:

The withdrawal of the United Kingdom from the European Union as of December 31, 2020, referred to as "Brexit," had the potential to upend access to medicines for patients on both sides of the newly re-established divide. The risk was particularly high for Irish patients, and for patients in the U.K. and elsewhere in Europe relying on medicines made in Ireland. Our policy team successfully worked with stakeholders in Dublin, London and Brussels, including leading respective trade associations, to ensure modernization of public policies to protect stable access to medicines and the stable flows of exports despite significant changes to import, export and regulatory processes and licensing for medicines passing through the U.K., or with U.K. regulatory elements. So far, we have observed no significant shortages of medicines or decreased manufacturing and exports of our medicines and devices, despite the unprecedented level of changes brought to European logistics and regulatory systems.

Related Sources

[1IAM 2020 Report: Generic Drug and Biosimilars Access and Savings in the U.S.](#)

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

Building Healthier Markets

We believe competition is good for a healthy market, and we work to bring attention to market-distorting policies that limit off-patent medicine access and hurt the ability of patients to receive the benefit of competition. Our goal is to propose solutions that focus on key elements of healthy markets, including appropriate incentives to support competition.

In 2020, we:

- Engaged through trade associations and directly with policymakers in all regions to address systemic barriers to access, and helping to build healthy markets where regulation and policies recognize and reward the benefits of both innovation and competition in sustaining the delivery of high-quality, affordable medicine is another key goal for our advocacy. We believe these issues are the foundation for sustainable access to affordable high-quality medicine, so that patients can enjoy access and government systems can unlock value in their budgets.
- Highlighted to the Australian government the danger of intellectual property rights abuses that unfairly extend market protections to the detriment of patient access.
- Made multiple policy submissions to the U.S. Center for Medicare and Medicaid Services outlining solutions to improve access to generic, biosimilar and repurposed off-patent medicines, ultimately contributing to better access to medicines for America's seniors and most vulnerable patients while improving solvency of these important government programs.

Mitigating the Threat of Antimicrobial Resistance

AMR is a prominent public health threat that is already impacting hundreds of thousands of patients each year and jeopardizing the level of care in health systems around the world.

The effects of AMR threaten not only the application of modern medicine and ability to achieve good health but also have implications across society, from affecting agriculture and food security to economic development and beyond. Low- and lower-middle-income countries are disproportionately burdened by factors such as limited access to antimicrobials, vulnerability of patients to invasive bacterial illness, limited diagnostic tools and overuse of antibiotics. Substandard and falsified medicines pose an additional challenge to mitigating the spread of AMR.



At Viatris, we actively engage with more than 100 trade associations in more than 40 countries on topics including generics, biosimilars, originator brands, OTC, medical technologies and devices, food supplements, consumer health and industry groups. We hold executive roles in more than 25 industry associations, driving policy agenda at global, regional and local levels.

In 2020, those leadership positions included:

- Chair of the Biosimilars Committee of the International Generic and Biosimilar Medicines Association (IGBA)
- Chair of both the Generic and Biosimilar Market Access Committees of Medicines for Europe
- Board of Directors positions in pharmaceutical industry associations in top markets including France, Italy, Spain and Germany

Addressing AMR requires a holistic approach and multi-stakeholder cooperation. An effective response to AMR needs to prioritize access to antimicrobials, stewardship measures – including appropriate use and surveillance – and responsible manufacturing. As a global healthcare company, we consider the diverse needs and circumstances of patients and communities across the world by supporting and developing measures to address AMR while taking care to avoid unintended consequences.

Drug resistant tuberculosis (DR-TB), which is a type of tuberculosis that has emerged due to patients' increasing resistance to antimicrobial treatments, is the single largest driver of deaths from AMR today, accounting for one-third of total AMR mortality. More broadly, TB, in both its drug-sensitive and drug-resistant forms, has killed more people than any other infectious disease in history - more than malaria, smallpox, the plague and cholera combined.

In 2020, we continued our collaboration with government partners in India to advance the TB eradication project. The work included extension health worker and physician education programs to improve awareness of the importance of early detection of TB and appropriate treatment, particularly on adherence to full treatment courses to prevent the development of resistance.

More information on our work to provide access to antimicrobials and apply and promote responsible antibiotic manufacturing is presented on p. 23-26 and 44.

ADDRESSING THE DIAGNOSIS AND TREATMENT OF PAIN IN CHINA¹

Chronic pain is the third largest health problem after cardiovascular and cerebrovascular diseases and cancer, and has become one of the most pressing emerging health problems in the world. In China, barriers to pain management including a lack of a clear national strategy on pain management have hurt access to pain treatment, including non-narcotic options, for patients.

China Pain Blue Book and China Pain Strategy

With our support, 35 clinical and policy experts from more than 20 hospitals, the Chronic Disease Center of China and Capital Medical University participated in the development of the China Pain Blue Book. The book is the first comprehensive and authoritative research report in the field of pain in China and includes information on the burden of the condition, diagnosis and treatment standards.

Supporting Patient Advocacy Groups and Disease Awareness

Understanding patient needs and helping build awareness are important components in the work to prevent disease, facilitate access to treatment and ultimately empower patients. To this end, we collaborate with and support patient advocacy groups and disease awareness efforts globally. Some of the groups we supported in 2020 included:

- Beyond Type 1's getinsulin.org initiative to address insulin access and affordability issues in the U.S. by connecting patients in need with existing programs and affordable insulin solutions
- ZERO Cancer Advocacy Summit focused on education and advocacy to address U.S. barriers to prostate cancer diagnosis, treatment and survival
- Allergy Asthma Virtual Advocacy Campaign to support access to optimal treatment, technologies and care in support of asthma and allergy community

China Pain Health Index

To continue our support of the establishment of a pain discipline in China, we helped to develop the China Pain Health Index. The Beijing Health Promotion Association (BJHPA) initiated the project in cooperation with a consortium of pain specialists and the Chronic Disease Center of China. The index, launched on October 18 during Global Pain Week, is a simple, straightforward and comprehensive index to evaluate the pain health status of the Chinese people. A group of more than 50 specialists covering seven disciplines participated in a discussion about the project, which also included 6,000 pain clinicians surveyed across the country.

Pain Management Academy Project

Our efforts also include educating healthcare professionals throughout China about pain. To promote recognition of classification, treatment and standard management of pain, the Chinese Journal of Pain Medicine, authorized by Peking University Health Science Center, launched the Pain Management Academy Project. This project covered more than 2,000 physicians.

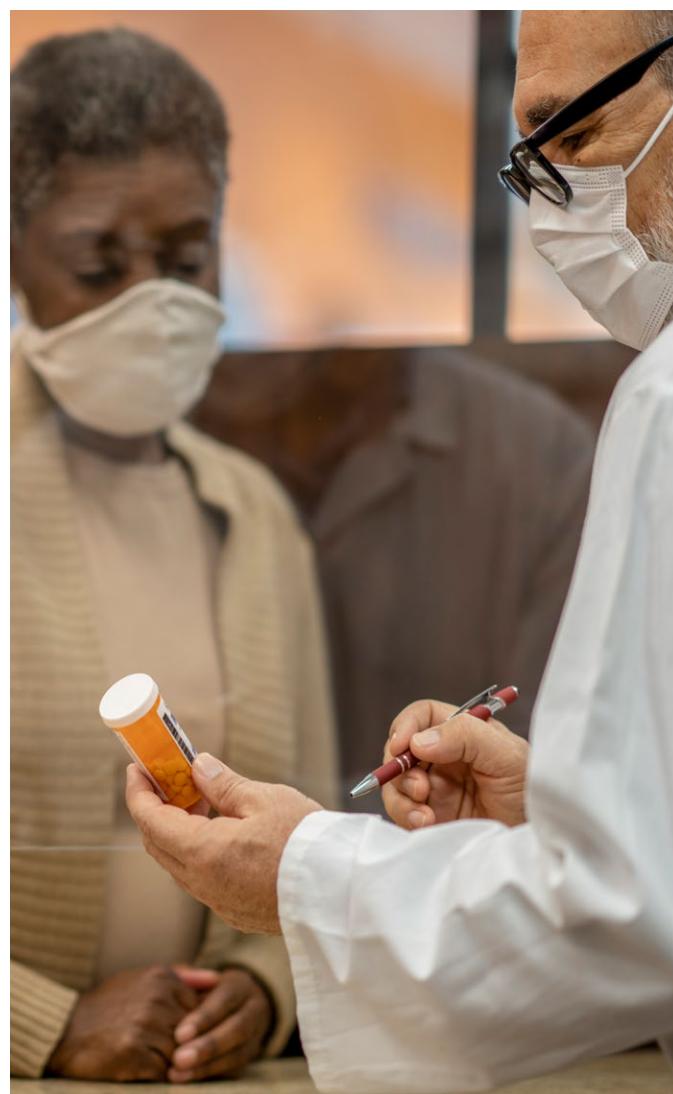
- American Cancer Society Cancer Action Network's (ACS-CAN) Cost of Cancer Report which examines factors contributing to the cost of cancer care, the type of direct costs paid by patients, and the indirect costs associated with cancer. Data is used to inform and train ACS-CAN staff on how to engage with policymakers on the costs of cancer care and the importance of biosimilars in helping patients gain access to therapies.
- Alamo Breast Cancer Coalition Patient Advocate Program at San Antonio Breast Cancer Symposium which provides scholarships, educational classes and evening mentoring sessions to patient advocates representing breast cancer organizations from around the world.
- International Research Center for Peking University Medical Management (IRCMA) to conduct a clinical comprehensive evaluation of Nonsteroidal anti-inflammatory drugs in the treatment of osteoarthritis. The cost utility analysis model of Celebrex® was updated using local parameter inputs and published. As a result, the restrictions of the National Reimbursement Drug List (NRDL) on celecoxib was successfully removed in December 2020.

Related Sources

(?) ¹Refers to Legacy Upjohn

CREATING IMPORTANT OFF-PATENT PATHWAYS IN EUROPE

In November 2020, the European Commission (EC) adopted the Pharmaceutical Strategy for the EU, a long-term strategy to ensure safe, affordable and accessible medicines for patients in Europe. As a part of that effort, we submitted policy proposals to the EC resulting in adoption of key elements in the strategy concerning off-patent competition including the recognition of the need for greater access to generic and biosimilar medicines, the need for new pricing models to address continued viability of access to off-patent medicines, and the importance of repurposing off-patent medicines as a key element of fostering greater competition. The inclusion of this policy marked a groundbreaking step in the potential to expand access to value-added medicines that otherwise would not have had regulatory or market pathways to reach European patients.



COVID-19 and Strengthening Resilient Global Supply

The COVID-19 pandemic has had an unprecedented impact on the world and has forever altered the global policy landscape. With its aggressive transmission, COVID-19 exposed frailties in healthcare systems around the world, leaving some of the most vulnerable populations at greatest risk. The pandemic has underlined urgent issues of global health solidarity, security and equity, and the economic impacts it will have long-ranging ramifications.

In 2020, we focused our policy efforts related to COVID-19 on ensuring continuity of access to medicines for patients around the world, overcoming an ever-changing landscape of border restrictions, government requirements and health system disruptions.

ASEAN

- In partnership with Duke University School of Medicine and the National University of Singapore (NUS) Global Health Institute (SDGHI), experts from ASEAN NCD think Tank (NCD Connexions) surveyed and presented need gaps of NCD care in Southeast Asia that have been highlighted due to the pandemic. The survey will be published and the partnership is expected to continue in 2021.

Canada

- Collaborated with federal and provincial governments to implement policies to facilitate medicines availability, including allowing temporary reimbursement of products pending review where competitors have supply issues and establishment of e-signature and electronic submission processes when filing for provincial reimbursement of new biosimilar and generic launches.

Europe

- Collaborated with several European governments that led to early creation of 'green lanes' for rapid border transit of medicines, which served as a template for broader roll-out across Europe through direct engagement with the European Parliament, European Commission and with other governments in Europe.

Engaged directly and via trade associations with European Commission and national governments across Europe to ensure smooth flow of medicines and workers across borders and continued patient access to medicines.

- Identified regulatory flexibilities to accelerate availability of medicines as part of a joint industry effort with the EMA and heads of Medicines Agencies.
- Worked with Irish government to extend immigration permits in Ireland temporarily and automatically, which helps secure labor capacity in Ireland in key sectors such as transport and logistics.

India

- Engaged in India with national Cabinet Ministers of Finance, Commerce and Health and state governments to ensure the movement of goods and people, including our workforce and the continuity of manufacturing during the pandemic. Our work was instrumental in shaping the government's decision to lift restrictions on the export of acyclovir, paracetamol and hydroxychloroquine from India.
- Ensured continuous supply of raw materials for our products, despite restrictions imposed on cargo movement from China by advocating with India's Ministry of Civil Aviation.



The U.S.

- Supported COVID-19 patient/provider resources and emergency relief efforts for the following organizations: Boomer Esiason Foundation for cystic fibrosis, Multiple Sclerosis Association of America, National Multiple Sclerosis Society, COPD Foundation, Allergy Asthma Network, ZERO Cancer, CHEST, Take a Breather Foundation (CF) and American Association for Respiratory Care.
- Developed U.S. policy solutions to strengthen healthcare supply chains and incentivize domestic manufacturing of pharmaceuticals to enhance readiness against COVID-19 and future pandemics and supply-chain disruptions. Several of these policies were introduced as bipartisan

legislation in Congress and Viatris continues to serve as a resource to policymakers as they pursue opportunities to strengthen supply chains and leverage global manufacturing infrastructure.

- Collaborated with U.S. industry stakeholders, Congress, and the administration to ensure continuity of air travel and cargo transportation for pharmaceutical shipments. Language was included in COVID-19 relief legislation passed by Congress.

The Significance of Global and Diverse Supply Chains

COVID-19 has heightened scrutiny of the global supply chain and accelerated localization trends where there is a preference among many political leaders to apply policies to incentivize domestic or regional manufacturing in procurement systems. Providing secure access to medicines for patients around the world requires an interconnected, global supply chain. Policy efforts to increase domestic reliance for essential medicines or otherwise expand the domestic production base must not impede the ability of health systems to respond to the ongoing needs of patients.

We engage with policymakers across geographies on the significance of diverse and global supply chains to strengthen resilient supply of medicine across borders.



Community Health



UN SDGs:

- Good Health and Well-Being (3)
- Quality Education (4)
- Gender Equality (5)
- Clean Water and Sanitation (6)
- Partnership (17)

Enhancing the Wellness of Communities Worldwide

At Viatris, we know our work has the potential to positively impact the health of communities worldwide, especially those where we have a physical presence. Whether through philanthropic giving, partnerships or volunteerism, our efforts support access to education and healthcare as well as local community programs, and our work leverages common global themes and our capabilities, while addressing unique local needs.

Our outreach work was especially important in 2020, a year when funding sources for many charitable and community organizations disappeared despite the social need being greater than ever. Throughout the year, we partnered with a large span of organizations to address the lack of basic health services or access to treatments, food insecurity, extreme weather, and more. We worked to be a steady partner, finding solutions for the new normal.

Looking ahead, we will work to further mature our systematic approach and identify areas where we can enhance the positive impact of our core operations and further add value to communities around the world.

KEY TAKEAWAYS:

- » In 2020, we engaged with communities around the world to support pandemic response work through in kind donations, financial giving and partnerships focused on key issues, including the social-emotional well-being of families.
- » Our outreach supports our global mission focused on creating access, including with respect to healthcare, education and overall community welfare.

Helping Communities Amid the COVID-19 Pandemic

In collaboration with colleagues across the globe who helped to identify and prioritize local needs, our response consisted of providing donations of medicine, personal protective equipment, food and financial support to a wide range of organizations and programs. We also provided resources to support the socio-emotional well-being and mental health of populations struggling with pandemic worldwide.

In 2020, we:

- Launched a global collaboration with Sesame Workshop to provide resources to support the social and emotional needs of children and caregivers around the world.
- Provided Elidel®, which can be used to treat contact dermatitis (a skin condition associated with prolonged mask wearing), to doctors working in Wuhan, China.

Donated 25,000 COVID-19 rapid tests to be used at hospitals in Milan, Italy

- Donated personal protective equipment to healthcare workers, including gloves and shoe covers to front-line hospitals in Ireland; electric beds, wheelchairs and other equipment for seven hospitals in Greece; masks, lab coats, gloves and other equipment to hospitals in the U.S.; 50,000 masks and 50,000 pairs of gloves to 240 hospitals in Romania; and PPE and other supplies in Puerto Rico to VOCES, one of the leading organizations to vaccinate the public at-large.

Donated 50,000 masks and 50,000 pairs of gloves to 240 hospitals in Romania

- Donated to several food banks and organizations that distribute to those most in need including the Hatfield Foodbank and Loveworks Foodbanks in the U.K., the Daily Bread Foodbank in Canada and Banc del Aliments, Fundación Banco de Alimentos de Madrid in Spain.

In May 2020, the WHO declared South America as the epicenter of the COVID-19 pandemic. The Ecuadorian government put out a list of the medicines and supplies most needed, and our partners at Direct Relief responded. With our donation to Direct Relief, the group was able to send its largest charitable delivery to South America and the largest external support that Ecuador has received. The medicines we provided helped to protect an already vulnerable patient population and their healthcare workers, as well as increase capacity in hospital intensive care units required for critically ill COVID-19 patients.

- Participated in events to raise funds and awareness for critical needs created by COVID-19 including in France where we participated in the Run in Lyon to fundraise for the Association Petits Princes, which turns dreams into reality for sick children and teenagers; in Switzerland, where a holiday gift wrapping party was held with the Bühl Foundation to raise funds to enable those with learning disabilities to develop, plan and realize their full potential; and in Belgium where employees donated to groups such as the poverty-focused Shoes in the Box and Make Belgium Great Again, and Cliniclowns to help poor children who were hospitalized.

Made a \$500,000 commitment to support Stanford University's Global Center for Gender Equality. The center, which launched in early 2021, focuses on improving global health and prosperity through innovative, science-based solutions that address the pervasive problem of gender inequality. The center's work aligns with our vision of equality and inclusion. We are honored to be one of the first contributors to this effort.



"We are so grateful for Viatris' recent commitment to the Global Center for Gender Equality at Stanford. This gift is coming at a pivotal moment in our world, where inequalities have been laid bare. As we have all seen clearly since the onset of the pandemic, the highest burden and impact has been on women, especially women of color. With the philanthropic support of our community – including Viatris' recent gift – the Center is set to address systemic inequalities, with a goal of boosting gender equality to improve health, well-being and prosperity for all."

– Sarah Henry, executive director of the Global Center for Gender Equality, Stanford

>500M doses of medicine donated in 2020

Through a network of partners, in 2020, we donated more than 500 million doses of medicine in a variety of therapeutic areas to those in need around the world affected by emergencies or poverty. Our product donations included several products donated through Direct Relief, in response to the need created by the devastating explosion in Beirut, Lebanon, that killed more than 200 people, leaving hundreds of thousands homeless and destroying many vital stocks of medicine and healthcare equipment.

"Viatris (Mylan) is a reliable and long-standing partner of Direct Relief's disaster response efforts. In August 2020, when an explosion ripped through Beirut, Lebanon, damaging hospitals and destroying much of the country's supply of pharmaceuticals, Direct Relief was able to count on Viatris (Mylan) to provide critical medicines, including several oncological products to treat those patients most in need"

— Tom Roane, Vice President of Corporate Engagement & Strategy, Direct Relief

In 2020, we:

- Joined forces with the International Alliance of Patients' Organizations (IAPO) and Patient Academy for Innovation and Research (PAIR) to sponsor the Metrodora Awards, which are designed to acknowledge and encourage women to pursue careers in science and health. In 2020, the award focused on honoring women whose life's work had been focused on the management and care of noncommunicable diseases.
- Donated \$23,000 to the Shanghai Charity Foundation in China to support the Shanghai An Qi Social Workers' Office Get Old program in Jing'an District of Shanghai. The program received the 2020 Outstanding CSR Project Award in China.



- Made product donations when travel was restricted by the pandemic, including needles for insulin pens that were distributed by the Polish Diabetes Association, and ARVs and HIV self-tests distributed to homes in five Italian regions.
- Sponsored educational workshops in Spain with Unidad Editorial to help promote healthy habits in children aged 10 and 11 to help prevent chronic and cardiometabolic diseases.
- Sponsored the Europa Donna Association's "Give Me the Hand" virtual photo exhibition, which was developed to highlight the important role of caregivers for breast cancer patients.

A PARTNER IN CREATING ACCESS TO MEDICINE



The Dispensary of Hope, a non-profit organization committed to providing medications to the most underserved communities, recognized us as an important partner in January 2020.

Since 2012, we have **donated ~230 million doses** to serve vulnerable patient populations across the United States.

"Dispensary of Hope delivers miracles for patients in need - 3,000 times every single day a patient who lacks healthcare coverage receives a Dispensary of Hope prescription. A bottle slides across the counter and tears fill the patient's eyes because the amount due rings up as \$0.00. This miracle saves lives and delivers freedom for the uninsured and low-income in our nation. Dispensary of Hope focuses on helping the most vulnerable, resulting in improved patient outcomes, as well as reductions in the number of hospitalizations and the cost of care. Viatris and Dispensary of Hope are transforming lives and delivering miracles."

– Christopher Palombo, CEO, Dispensary of Hope

PROMOTING A GROWTH MINDSET AND STEM THROUGH COLLABORATION WITH ENERGY EXPRESS



Our work to help young people in West Virginia, one of our U.S. locations, continued in 2020, with our STEMCARE program collaborating with the nationally recognized Energy Express program to bring its programming to more students in the state. For 25 years, Energy Express has been a summer reading and nutrition program for children living in the state's rural and low-income communities.

STEMCARE was created in 2018 through a collaboration between Mylan and West Virginia University. The purpose is to instill a growth mindset in West Virginia's youths through personal application of problem-solving skills gained from science, technology, engineering and math (STEM), making them more curious, active, resilient and engaged (CARE). The goal is to help youth develop into successful, healthy, and contributing members of society through early and meaningful engagement with STEM learning, regardless of what career path they choose.

Because of the unique challenges of COVID-19, the Energy Express summer program was offered in 2020 through a blended model engaging youth in-person and remotely. STEMCARE developed and secured STEM activities for kids to complete at home, STEM and growth mindset themed books were distributed with each activity, and nutrition continued to be an essential component of the program with WVU Extension Agents, Energy Express sites, schools, and community organizations working collaboratively to ensure summer meals were available for all participants. Televised activities were also

"When the pandemic sent families home and caused the cancellation of all in-person programming for youth, WVU Extension and STEMCARE worked to create virtual and remote learning opportunities for youth across the state. In all, because of these adjustments, just under 30,000 state youth and educators participated in virtual activities or received free STEM resources in 2020 because of the STEMCARE initiative."

-Jen Robertson-Honecker, Ph.D. Mylan STEMCARE Director, West Virginia University Extension Service

available on West Virginia's public television station and on the Energy Express YouTube page.

Keeping the various pandemic restrictions in mind, weekly take-home activity boxes were created and delivered or made available for pickup. AmeriCorps members who served as

After participating in the STEMCARE Energy Express activities, the growth mindset of youth improved an average of 7.5%¹

volunteers to be mentors teaching the programs provided outdoor "pop-up" activities in four different locations.

In all, the program was implemented at 64 sites in 37 West Virginia counties in 2020. A total of 2,391 children enrolled and at least 1,901 students attended Energy Express for at least one day. This program increased the personal libraries of Energy Express participants by more than 30,000 take home books.



Source: WVU STEMCARE Facilitators

- Supported the pancreatic cancer virtual race organized by the Spanish Association of Pancreatology and the Association of Pancreatic Cancer to raise money for pancreatic research.
- Sponsored the AIDS Running in Music virtual event in Italy, which is organized by the National Association for the Fight Against AIDS.
- Sponsored Juntas Podenos webinar series for 7th-9th grade girls showcasing Latina scientists with the objective to stimulate girls to pursue studies in STEM fields.

Supporting Communities Across India

India is home to a significant portion of our workforce, and we have a long-standing dedication to community support across many areas here. In 2020, our programs there reached 700,000 people in nine states - Tamilnadu, Karnataka, Andhra Pradesh, Telangana, Maharashtra, Gujarat, Madya Pradesh, Uttar Pradesh and Delhi. The areas of impact included initiatives focusing on access to education, health and community welfare, as well as addressing the needs created by COVID-19.



Education

As we know, access to education impacts the ability to live a healthy life, which is why supporting education initiatives in India has been a priority. These initiatives included providing funds for the construction of much needed classrooms, drinking water facilities, bathrooms, computer and science labs, libraries and dining halls. We also worked to ensure there were adequate numbers of teachers and teacher's aides, which included support for a teacher's salary in Pashamylaram in Telangana. More than 1,000 students in Karnataka benefited from the construction of classrooms, lunchrooms and multipurpose areas in several schools where basic infrastructure was not currently supporting the education process.

In 2020, we:

- Provided funding of over \$13,000 to support the construction of a school in Anganwadi to ensure education for 100 preschool children in Telangana.
- Donated approximately \$10,000 to construct two classrooms with drinking water facilities for 150 primary students in Madhya Pradesh.
- Gave more than \$35,000 to help build a kindergarten facility in Karnataka. Prior to this construction, there had been no kindergarten facility in Banahalli to serve the community's needs.



Health

We continued to sponsor health-related initiatives to expand critical screening services for early detection of certain diseases including cancer and tuberculosis. These programs provide training for doctors and medical practitioners, education and awareness for the general public and equipment for screening and treatment.

In collaboration with Tata Memorial Hospital Centre we helped to create a partnership to initiate skill building and educational awareness for medical professionals at district hospitals in six districts across the state of Maharashtra.



Related Sources

- (?) ¹Growth mindset refers to individuals who believe their talents can be developed (i.e. through hard work, good strategies and input from others). Improvement in growth mindset of youth participants was evaluated by WVU STEMCARE administrators using the DWECK Growth Mindset Instrument

With resources from the Advanced Centre for Treatment, Research and Education in Cancer, Tata Memorial developed comprehensive training modules to facilitate the early detection of cancer and ensure the best course of treatment is administered based upon the diagnosis. This training, which strives to reduce the cancer burden and to bring down the cost of cancer care, addressed multiple forms of cancer, including oral, breast and cervical cancers. In 2020, this initiative resulted in training of 90 front line healthcare practitioners on oral cancer screening and 1082 medical and para-medical staff on the Access to Affordable Cancer Care for One and All project.

In 2020, we also continued our collaboration with AIDENT Social Welfare Organization on several initiatives, including a program focused in Bahraich, Uttar Pradesh, to support India's mission of eradicating TB by 2025. Our efforts were recognized by the ETHealthworld Intelligent Health & Tech Awards 2020 for Best Public Health Initiative. In 2019, there were more than two million new and relapse cases of TB reported in India, which represented 26% of the newly developed cases in the world during that time period.¹ Early diagnosis followed by appropriate treatment is critical to ending TB in India. The AIDENT initiative, designed to increase the early detection of tuberculosis, resulted in the screening of over 1.2 million people. As a result, 6,070 high-risk patients were sent for confirmatory testing and 617 people were diagnosed and referred for treatment.

Community Welfare

We recognize the importance of both community and private spaces to promote well-being, public safety and better health, including increasing the standard of living through access to the most basic amenities. As a result, we collaborated with the local administrative unit in Sarigam for the construction of individual toilets in 100 homes. On a community level, we helped to construct a public waiting hall and toilet facility at the SP Office in Krishnagiri in Tamil Nadu.

We also donated funds to set up a community hall in Andhra Pradesh and to complete a lake revival project in Pleasant Valley Lake, Jubilee Hills. In Karnataka, we provided a patrolling vehicle to Jigani Police to enhance public safety and security.



"Viatis is one of Americas strongest and most consistent supporters of gift-in-kind donations. Your invaluable products enable us to assist our partners both in the US and around the world, giving them critically needed medicines that they might, otherwise, not receive. Americas is very grateful for Viatis generous partnership."

– Emanuela Chiaranda, Associate Director, Corporate Relations, Americas



COVID-19 in India

As with so many countries around the world, COVID-19 has had a profound impact on India. National, state and local officials have taken a proactive role in addressing the needs arising from the effects of the pandemic, including providing meaningful opportunities for companies to make an impact through financial and other types of support. We have responded by supporting the Prime Minister's Citizen's Assistance and Relief in Emergency Situations Fund (CARES), the individual Chief Ministers' Relief Funds and local administrations as they work to fight COVID-19.

As a company, we have contributed over \$618,000 to the CARES Fund. In addition, our colleagues donated over \$96,000. Our contributions to six different Chief Minister COVID-19 Relief funds totaled \$625,000, permitting state governments to formulate a response to COVID specific to their respective state which included providing personal protective equipment, food and medicine desperately needed in their communities. Supporting the work of the Network of Maharashtra People Living with HIV/AIDS, we helped to create awareness and prevention of exposure to COVID-19 among 25,000 people living with HIV/AIDS. In addition, we provided daily meals for 15 days in Jigani, Bangalore in Karnataka for 1,000 migrant workers, a group whose livelihoods were disproportionately impacted by COVID-19 and who struggled to meet basic food needs.

Related Sources

[WHO 2020 World Tuberculosis Report](#)





Management Disclosure and Performance Data

In this section of the Viatris 2020 Sustainability Report, we present a comprehensive description of the company's management, governance and organization of important ESG matters. As stated previously in the report, Viatris was officially formed on Nov. 16, 2020, through the combination of Mylan and Upjohn, a legacy division of Pfizer. Where possible, we present data that represents a baseline for Viatris. In some instances, due to the timing of our integration and availability of consolidated data, we rely on Mylan legacy data only. Footnotes are used to ensure clarity throughout.

The information presented herein complements the information presented in the preceding chapters.

Our intention is to provide a balanced and complete description of the work and performance of Viatris and its legacy companies to enable informed decisions about the company by our key stakeholders.

This report has been prepared in accordance with GRI Standards: Core level and references the Sustainability Accounting Standards Board (SASB) disclosures. Viatris' GRI Content Index and SASB Reference Table are presented on p. 100-105. Disclosures in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) are presented on p. 104.

United Nation Global Compact (UNGC) 10 Principles:

HUMAN RIGHTS

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

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

LABOR

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

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

5: the effective abolition of child labor; and

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

ENVIRONMENT

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

8: undertake initiatives to promote greater environmental responsibility; and

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

ANTI-CORRUPTION

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



Patient Health

Development for Increased Patient Access

We have a diverse portfolio of more than 1,400 molecules and 30,000 SKUs across more than 10 major therapeutic areas, allowing us to respond to patients based on what they need. We distribute products across more than 165 countries and territories, working with more than 60,000 customers.¹

At Viatris, we invest in science and know that innovation is key to expanding access to medicine. Our research and development is purpose-fit, focusing on both high volume and high speed. For example, we currently project that we'll have more than 1,400 submissions in our pipeline over the next few years. The products we develop also have a high probability of technical and regulatory success. We have expertise across multiple dosage forms and engage in strategic development partnerships that can complement and enhance our organic capability and capacity - to help speed up the process, broaden our portfolio and technical capabilities and share risks, cost and commercial success.

In the pharmaceutical industry, R&D is often assumed to reference only the development of new, brand-name drugs. However, there are many other components of R&D that are just as critical to providing the world's population with access to needed medicines. Our R&D model is built on broad technical capabilities and the strategy is underwritten by our scientific, clinical and regulatory knowledge. We have ~3,000 scientific and regulatory experts and more than 600 medical and product safety professionals.¹ We also have a local and global regulatory presence in 55 countries and 12 R&D centers worldwide, including two global centers of excellence.

Our R&D strategy is comprised of six fundamental pillars that support our business model:

- development of complex and novel products targeting gaps in care
- biosimilars with an emphasis on first-to-market opportunities
- diligently pursue generics opportunities
- expand access through new submissions
- address unmet medical needs by enhancing existing products through life-cycle management
- maintenance and compliance of our existing portfolio of marketed products

We don't shy away from challenging science or allow the lack of an obvious regulatory pathway to inhibit our development of products. We aim to break down barriers. Our scientific and legal expertise, engineering and clinical research, combined with our regulatory knowledge and manufacturing capability, have allowed us to deliver products such as glatiramer acetate, Wixela™ and an array of transdermals, peptide and protein-based products as well as complex respiratory products.

Not only have these development programs resulted in non-commoditized products, the learnings and the science developed through them fuels the science of the future to develop and deliver complex products for Viatris.

An excellent example of our complex product focus can be seen with our success in development of complex depot injections. We have all the necessary science and capabilities in-house to deliver these products across a wide array of technologies such as nanoparticulate designs, depots and complex APIs, which includes peptides and proteins.

A depot injection is a slow-release form of a medication designed to increase adherence. Because the medication is injected in a liquid form, it releases slowly so it lasts longer.

Along with our complex product programs, we're also focused on delivering novel products that meet the needs of the patient or fill gaps in healthcare.

In addition to working on new chemical entities and focusing on developing new delivery devices, we also constantly look for ways to improve patient convenience, prescription compliance, safety, experience and access. We continually review our product portfolio, manufacturing network and supply chain to ensure our products help address unmet needs. We have a strong track record to be among the first to manufacture difficult-to-make generic versions of drugs.

To ensure the continued sustainability and availability of our portfolio, we are reviewing the products we provide across different markets, which may periodically mean rationalizing products not earning their cost of capital. Throughout this process, we pay special attention to the availability of single source medications critical to patient health. Portfolio sustainability also means focusing our R&D investments on medicines that are more difficult to manufacture in an effort to meet unmet patient needs. As we move our portfolio up that value chain, we are focused on making improvements to existing products and expanding formulations to make them more widely available to those who may not have previously had access.

SAMPLES FROM OUR PRODUCT PIPELINE^{1,2}

APPROVED



PENDING



IN DEVELOPMENT / ANNOUNCED PROGRAM



¹All product names are property of their respective owners

²Not exhaustive

In 2020 we:



Received >700 global product approvals.



Made >900 regulatory filings, which includes over 350 individual market submissions for emerging and expansion markets.

Completed 9 drug master filings. A drug master file (DMF) contains detailed information on a new API molecule that will be used in a new Viatris medicine.

Completed market submissions in more than 130 different countries, including 86 products in emerging markets.

Related Sources

¹Data as of Dec. 2020. Does not include impact of previously announced global restructuring initiative

Our Portfolio and Reach	2020
Total number of doses sold	>80 billion
Number of molecules	1,400
Number of countries and territories reached	>165
Major therapeutic areas	>10
Coverage percentage of the top 10 causes of death globally	100
Coverage percentage of the top 10 causes of death across low- and lower-middle income countries ¹	100
Total investments in R&D	\$555.1 million
Products in development by region ²	
Developed Markets	180
Emerging Markets	90
Greater China	40
JANZ	45
Products pending approval by region ³	
Developed Markets	430
Emerging Markets	1,200
Greater China	5
JANZ	20
Customer service levels	
Global	95%
Developed Markets	93%
Emerging Markets	98%
Greater China	100%
JANZ	98%
Percentage of low- and lower-middle income countries reached ⁴	94%
Doses sold in low- and lower-middle income countries ⁴	~9.5 billion
Number of medicines on the WHO list of prequalified products (including cross-listed approvals) ^{4,5}	60
HIV/Aids:	36
Reproductive Health:	9
TB:	6
Hepatitis:	4
Malaria:	2
Biotherapeutics - Oncology:	2
Influenza:	1
Number of patents filed to date	5,228 ⁶
Licenses via the Medicines Patent Pool	6 ⁷

Our Portfolio and Reach	2020
Number of countries on the Access to Medicine Foundation list of Access Countries to which Viatris supplies products	97/106

Ensuring Quality and Patient Safety in Processes and Products

Protecting patients and consumer health by ensuring the quality and safety of our products is at the heart of how we operate across our network. Every step of our development, manufacturing and monitoring processes - from product development to sourcing of raw materials to producing finished dosage forms - is grounded in this commitment.

Quality Management

We maintain a quality infrastructure at the global level that includes Global Quality Policies which set a uniform expectation for fundamental topics within the Quality Management System, as well as Global Quality IT systems. These are implemented and designed to establish industry best practice and consistency throughout our global network.

All our operational facilities have management systems, standards and processes in place which are designed to ensure product quality and safety across our operations and to be in compliance with the quality principles and practices applicable to the markets in which our products are provided, such as current Good Manufacturing Practice (cGMP), Good Pharmacovigilance Practice and Good Clinical Practice.

We apply relevant quality guidelines, including: Eudralex, Falsified Medicines Directive, ICH Quality Guidelines, WHO GMP, Food and Drug Administration Safety and Innovation Act (FDASIA) and the EU Excipient Risk Assessment for ascertaining GMP for excipients of medicinal products for human use. We use a Regulatory Intelligence and Knowledge Management Dissemination Program to better inform, evaluate and implement regulatory updates, industry trends and internal knowledge.

The company's Quality Management System (QMS) and Product Safety and Risk Management System maintain standard operating procedures for core components including but not limited to:

- Managerial responsibility
- Regular testing
- Regular training
- Regular compliance monitoring
- Regular audits
- Incident investigation, corrective and preventative action
- Products risk assessment

Quality Governance and Organization

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

- Global Operations Audit
- Global Respiratory Quality
- Global Learning and Development
- Global Quality Systems/QA
- Global OSD and API Quality
- Global Injectables Quality
- Global Dermatologics Quality
- Global Biologics Quality
- Global Quality Investigations
- Global Quality Operations, Affiliates
- Global Quality Integration/ Surveillance
- Global Clinical and Bioanalytical Quality

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

As part of the continual work to assess and adapt quality management, we have further enhanced global policies and procedures on investigations, training, post-market safety reporting, computerized systems validation and infrastructure, self-inspection, auditing, and health, hygiene, and contamination control to further drive consistency in practice and allow more efficient trending and life-cycle management.

Training for Continuous Improvement

Our Global Operations Training program provides consistent and effective training to assure access to and delivery of knowledge to global operations personnel. This program coordinates and standardizes training requirements, content, techniques and training delivery methods to continually strengthen our corporate learning culture. Employees are provided training on quality culture to ensure personnel have a clear understanding of our commitment to quality. We also provide a regulatory intelligence program that provides all personnel access to current global regulations, publications and industry trends.

Our Global Operations Training program ensures that role-specific and periodic cGMP training programs are compliant with regulatory requirements both regionally and globally. cGMP training is conducted on an annual basis in accordance with regulatory requirements. In addition to training on the theory and practice of cGMP, we utilize a curriculum-

based approach to ensure all analysts, operators, and other personnel are fully trained based upon their defined job descriptions and assigned duties. The curricula are specifically designed for each job description.

Supplier quality training is reviewed as part of the supplier selection due diligence process. In addition, throughout the business relationship, supplier employee quality training is reviewed as part of the routine GMP audits.

Procedural and GMP training is provided for all personnel whose duties are in any way associated with the manufacturing, packaging, processing, holding, or testing of products or whose duties require them to enter manufacturing areas or laboratories, as well as any other personnel whose activities could affect the quality of the product. Personnel working in areas where contamination is a hazard, such as clean areas, sterile areas or areas where highly active, toxic, infectious, or sensitizing materials are handled, are given additional specific training.

Training in cGMP is conducted by qualified individuals to assure that employees remain familiar with the specific cGMP requirements applicable to them.

Quality Monitoring in Our Operations

Our program relies primarily on oversight by a specially trained team of internal global experts, augmented and supported by independent third parties. The global internal audit program is a key component of our oversight and monitoring of the quality performance across our network. The internal audits are designed to proactively evaluate compliance against the GQM/ GQP and global cGMP regulations.

- Internal sites are required to provide appropriate corrective and preventative actions in response to any observations with agreed upon timelines for implementation.

Related Sources

¹[WHO: The top 10 causes of death](#)

²[Numbers have been rounded and refer to unique molecule + dosage form by segment](#)

³[Numbers have been rounded, \(Molecule + form + Country\)](#)

⁴[Refers to legacy Mylan](#)

⁵[As of March 23, 2021](#)

⁶[Including active patents and pending applications](#)

⁷[Medicines Patent Pool](#)

- Dedicated audit leads are assigned to quality operations within each vertical to participate in all internal audits within that vertical. There is collaboration with site and vertical leadership to develop more robust processes and re-evaluate existing processes from a risk standpoint and develop appropriate risk mitigation mechanisms. Internal audits are performed on an annual basis for each production site.
- Quality Council programs at each site oversee and monitor key performance indicators, track quality incidents, identify trends and have the authority to escalate incidents to senior quality leadership.

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

We have expedited the internal audit process by augmenting the program to mimic the U.S. FDA 483 process. Our stringent policy requires internal sites to develop mandated corrective actions within 15 business days and to implement them within 90 days. These CAPA are submitted to our Global CAPA Management team for review and approval. Furthermore, any CAPA from critical and/or major observations are verified by the Global Operations Audit Team.

Quality Risk Assessment

Proactive risk assessment is central to our approach to ensuring quality. We apply the principles outlined in the Quality Management and Quality Risk Management guideline by the ICH¹: the ICH Q9 Quality Risk Management, as well as those in ICH Q10 Pharmaceutical Quality System.

Ensuring a High Quality Supply Chain

To help ensure the integrity of our supply chain, external suppliers and third parties are taken through a rigorous Business Contract Review and Approval/Supply Network Committee (BCRA/SNC) approval process prior to being engaged for the supply of an active pharmaceutical ingredient (API) or a drug product. As part of this process, a contractual agreement called a Quality Technical Agreement (QTA) may be implemented that specifically details our expectations and the right to perform regular on-site audits to ensure compliance with regulations and our expectations, notification of health authority inspections and outcomes, and access to all records related to the supplied products.

- The Global Operations Audit program for supplier management includes risk-based assessment scoring of external suppliers based upon current health authority regulatory compliance, dosage form, supplier type, date of our last conducted audit, audit history and severity

- of observations. The risk scores further facilitate audit prioritization and the supply chain decision-making process.
- To support some external suppliers in meeting quality standards, we have implemented a program that can place company Quality personnel in person at the site of a supplier to engage, monitor, and mentor the site team and foster quality compliance. Improvements are assessed as part of the review of manufacturing and packaging of each batch prior to release. This program has been successful in educating and improving compliance of our external manufacturers and ensuring quality product is produced and released.
- We conduct routine audits to assess the strength and performance of the QMS. Frequency is based upon cyclical audit requirement by facility type, historical regulatory inspection performance, and key product launches.
- In 2020, in response to the pandemic, we instituted a virtual audit program that enabled us to effectively conduct audits and remain in compliance with regulatory auditing requirements. In total, 700 GMP, 72 GCP and 22 PV audits² were conducted by the company's global Quality team at our facilities and suppliers.

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

Working with Health Authorities

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

Notable International Health Authority Inspections in 2020 include: FDA (USA), EMA, HPRA (Ireland) and MHRA (United Kingdom)

- The health authority inspections provide extensive external certification of the company sites and our suppliers and provide authorization for further production and marketing.
- Regarding Viatris' active FDA Warning Letters, we are making progress according to plan to resolve the identified non-conformities.

- In 2020, 44 health authority inspections were conducted across our facilities.² The COVID pandemic had an impact on this number compared to 2019.

Patient and Product Safety

Our Product Safety and Risk Management function has a robust Pharmacovigilance (PV) system supported by robust global processes and underlying policies on product safety and is responsible for ensuring patient care and safety in relation to the use of our products during both their development and once placed on the market.

Global PV governance committees, such as the Corporate Product Safety Committee (CPSC) and Pharmacovigilance System Oversight Committee (PSOC), involving empowered cross-functional stakeholders, provides forums for periodic and ad-hoc evaluation of new safety information of company products and facilitates full oversight of compliance with global regulations. Potential new safety information is assessed and evaluated through our corporate safety governance structure and new information is communicated in a timely manner to healthcare professionals, patients and health authorities.

To manage safety of a diversified and complex product portfolio - prescription medicines, generics, medical devices, food supplements, cosmetics - we have highly skilled and trained cross functional teams of medical and scientific professionals who assess and report our risk and benefit assessments to global health authorities.

- In 2020, the company submitted over 300,000 individual safety reports and more than 1,500 aggregate reports to health authorities and business partners.²
- The company currently has more than 280 risk management plans and associated interventional measures² designed, where required, to help ensure our products are used safely and effectively.

As part of our PV system, the benefit risk profile of all of our products is continuously monitored and assessed, ensuring safety information about our products is provided to both healthcare professionals and patients in a timely manner.

Our PV system includes standard operating procedures for managerial responsibility and standardized processing for all activities. The procedures are continuously updated to allow oversight and PV governance. As we have come together with Upjohn to form Viatris, we have already created or updated more than 50 procedures. In late 2020, more than 10 new procedures were created following implementation of the U.S. FDA's new Post-Marketing Safety Reporting requirements for Combination Products legislation in the U.S.

Key activities are monitored for performance and compliance against standards, targets and thresholds. The PV system is subject

to both internal and external audits and inspections by regulatory authorities from around the world. The company's compliance and deviation monitoring mechanisms are in place for any observations resulting from audits and inspections to ensure they are thoroughly analyzed for root cause and that impact is addressed.

As appropriate, corrective and preventive actions are tracked until their effective implementation for compliance with worldwide pharmacovigilance obligations are implemented. All processes are compliant with the EU Good Pharmacovigilance Practices (GVP) or, if applicable, stricter regulations anywhere in the world.

Our Product Safety & Risk department is a key component of our PV system and participates in all internal and external audits, which are conducted regularly, along with ensuring that the personal health information of those participating in our clinical trials is carefully safeguarded.

In 2020, in addition to the 22 PV audits² conducted by our Global Operations Auditing team, there were 10 external audits by business partners and four PV inspections by national health authorities conducted at our facilities. No critical findings were identified during these audits or inspections in 2020.

The internal audit schedule is based on a robust risk assessment with all PV system processes and all stakeholders in scope. The frequency of the audits is normally one year for global process service providers and around three years or shorter for affiliates based on risk assessment.

We conduct training that complements the company's policy on PV Training Standards, which defines training curriculum, frequency, effectiveness measurements and documentation and other requirements. Employees who are part of our PV systems are assigned professional development training courses based on individual experience. In 2020, for patient safety, we have trained over 38,000 colleagues on the obligations of Adverse Event reporting and this training is provided in 27 languages.

In our continuous effort to innovate and enhance our system, we continued our efforts in 2020 to further explore the use of emerging technologies, such as cloud-based solutions, automation, artificial intelligence (AI), data analytics and digital communication interfaces in our areas of safety-case report management, upgrading of our global safety database (ARGUS) and safety surveillance with objective to potentially enhance our product safety evaluation, communication and risk mitigation capabilities.

Product Testing

All ingredients used in our products undergo testing to assure they meet registered specifications, and those that do not are rejected. For all products, as regulated by GMP, we conduct extensive

Related Sources

[1ICH Quality Guidelines](#)

[2Refers to legacy Mylan](#)

testing throughout the product lifecycle including raw material, intermediate, and finished product and post-distribution stability testing in compliance with the registered specifications as approved in each marketing authorization for the markets in which those products are provided

Product Recall Management

Effective quality and product safety management systems are designed to detect potential risks and may result in product recalls as part of their design. These recalls are largely initiated by a pharmaceutical company as a precautionary measure in cases of possible or actual risk to the quality and safety of the product and/or risk to the patient. Though there is no harmonized international standard between countries on what constitutes a recall, we have a global requirement that each company site must maintain a written procedure to govern the recall of products based upon health authority regulatory requirements in the territories in which our products are provided. Additionally, a recall may often be performed out of an abundance of caution and therefore, can be a positive metric as it relates to the health of a Quality Management System (QMS).

Conducting Responsible Clinical Development

We are committed to conducting clinical trials in an ethical way and to promoting patient safety and protection of patient rights throughout the study lifecycle. The company's global program for clinical research and applicable standard operating procedures are designed to adhere to international best practice and GCP as defined in the Declaration of Helsinki and the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) framework.

Management and Oversight

The Head of Global Clinical Operations reports to the Chief Medical Officer, who reports to the company's President.

Our Global Quality Management System (QMS) is at the core of our clinical investigations. It includes procedures on internal processes associated with drug development as well as processes for overseeing and auditing outsourced activities completed by our vendor partners. Dedicated independent members of our Quality team conduct periodic assessments and audits. Any potential or actual incidents are managed through clear processes and escalated to senior management as appropriate.

In 2020, we continued clinical research activities in the U.S., EU and Asia-Pacific region in diverse therapeutic areas such as oncology, diabetes and cystic fibrosis as well as such areas as hepatitis C, allergic rhinitis and COPD, among others. We conduct clinical trials in many regions of the world as part of the process to eventually make treatments available to patients. To support the geographic expansion of products and bring more products to more patients, the number of trials in new settings has increased.

Regardless of where the trials are conducted and whether they are performed inhouse or by a qualified vendor party, the company's global standard operating procedures apply with the aim to ensure the safety of participants and the trial.

We develop clinical study protocols for every clinical trial, which contain criteria and procedures for the conduct of each trial. The procedures for clinical site assessment are developed prior to the selection of investigators. The company maintains procedures that require ongoing evaluation of a clinical site's conduct of clinical studies from study initiation through study closeout. We work with our partners to ensure that clinical investigators are carefully screened prior to being selected to participate in a clinical study and requires that clinical investigators conduct careful screening and selection of patients.

We require that all clinical studies receive review and approval with institutional review boards/independent Ethics Committees (IRB/EC). The review of each clinical study must be properly documented for every clinical site participating in clinical study for the company. We review IRB/EC documentation for clinical sites that participate in a clinical study, ensuring that initial IRB/EC approval is thoroughly documented, and that ongoing review of each clinical site is underway.

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

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

Informed Consent

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

are written in a manner that allows potential trial participants, regardless of reading skills and local language, the ability to make an informed decision that considers the potential risks and benefits of trial participation. Local independent ethics committees review and approve informed consent forms prior to patient participation in a clinical study. The clinical investigator ensures that patients understand the informed consent document prior to participation in the clinical study. As part of adhering to GCP, we provide a direct contact line for the trial participants and information on how to escalate a report.

Risk Management in Clinical Development

The QMS provides procedures on assessing risks associated with the various aspects of clinical development, such as study design, vendor selection, site selection and patient populations. The application of data analytics and access to increasingly better data enable more efficient management and oversight of clinical trials, focusing efforts on trials that are regarded as higher risk.

Trial Data Transparency

The company's QMS addresses the publishing of our clinical trial data in publicly accessible registries, as required by global regulations to promote transparency. We publish results of applicable clinical trials in publicly accessible registries such as www.clinicaltrials.gov, <https://eudract.ema.europa.eu>, and others. As part of complying with the GCP, we follow the FDAAA 801 and the Final Rule requirements for disclosure and results posting in the U.S. and currently are following the EU Clinical Trial Directive (EC) No. 001/20/EC in the EU. When the Clinical Trial Regulation EU No. 536/2014 goes into effect, we will comply with that regulation.

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

Moving forward Viatris Global Clinical Operations will work to transform the clinical trials process through new ways of working and process optimization through the implementation of innovative clinical trial solutions from end to end, as well as globally aligned systems and processes. Viatris Global Clinical Operations will support our clinical professionals providing operational expertise throughout the clinical trial process. In so doing, our priorities will always be to ensure patient safety, regulatory and protocol compliance as well as data integrity.

Animal Studies

We do not conduct animal testing unless it is required by national regulation. We are committed to the "3 R" approach (Replacement, Reduction and Refinement) with respect to ethical animal testing. Facilities performing animal testing on our behalf are required to comply with regional scientific procedures for laboratory animal science. These facilities use and/or are approved by the Association

for Assessment and Accreditation of Laboratory Animal Care (AAALAC). Our Global Operations Audit team performs regular audits on all parties to ensure compliance.

Promoting Product Security and Fighting Falsified Medicine

To mitigate the risks from counterfeit products and protect the security of products and safety of patients, we have a formal infrastructure to support oversight of product security and guide applicable efforts. Our Product Integrity Coordination Committee consists of leaders from Compliance, Quality, Regulatory, Medical Affairs and Security. The company's Product Security team conducts an annual risk assessment of the portfolio to determine those products which may be at a higher risk for counterfeiting or diversion activity. This assessment takes into consideration several aspects including therapeutic category, dosage type, regulatory concerns, medical affairs concerns, and previous incident history. Products with higher levels of risk are given priority attention when it comes to analysis and market monitoring. We also use intelligence gathered from open market analysis to prioritize risk.

We conduct internal investigations when there is suspicion of counterfeit or at-risk products and to support health authorities and law enforcement investigations. In addition to internal resources, we are also collaborating with external stakeholders such as online sales platforms, to ensure that counterfeit products avoid reaching the hands of our patients.

We have controls to guard against theft and diversion of controlled substances and operate a system to identify suspicious orders of controlled substances. At the same time, it is just as important to ensure an uninterrupted flow of medicine to the patient.

We have a cross-functional team including members from Compliance, Customer Relations, Controlled Substance Monitoring, Global Security, Distribution Center, Regulatory Legal, Regulatory Affairs, State Licensing and DEA that works to maintain and continuously enhance our strong programs designed to detect and prevent diversion within the supply chain, while assuring there is an uninterrupted flow of medication to our customers and patients across the globe.

Our suspicious order monitoring program holds some key components, including but not limited to;

- Experienced compliance team
- Dedicated suspicious order monitoring team
- Data and analytical programs
- Know Your Customer (Due diligence) process
- Education and training
- On-going state and federal collaboration efforts

In addition, we also have a concentrated product diversion program, which encompasses anonymous reporting mechanisms.

Together with our suspicious order monitoring systems, it enables risk mitigation.

Quality and product safety expectations are intensifying globally from a variety of stakeholders. There is now a greater emphasis on companies taking responsibility for their supply chains, data integrity and quality assurance, priorities we have embraced for many years.

Falsified medicine – medicine that is sold as authorized, authentic medicine but in fact contains ingredients of bad or toxic quality or dosage – continues to be an issue for the pharmaceutical industry. We have made significant investments in packaging and information technology to enhance product safety. By lowering the likelihood that falsified products will enter our supply chain, we are helping to ensure that the integrity of the product is not impacted and to enhance product safety as well as ensure access to high quality medicine. The company has global policies to govern validation, operations, serialization and product security. New and updated procedures have also been implemented across all manufacturing sites to drive consistency in packaging, management, master data and distribution of serialized product. Among these are processes to track and trace serialized products. An internal product safety group helps monitor the supply chain to help ensure it is not breached.

Serialization

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

Serialization efforts include technology that uniquely numbers each pack and places a serialization mark, known as a 2D data matrix, on products. We work internally and externally (with contract manufacturers) to ensure that products made for patients include these identifying marks. Eventually, the serialization process will leverage aggregation, which places a unique code on shippers of our products. This code will associate data for each individual product packaged within it, creating a parent-child relationship. Aggregation will facilitate the efficient flow of products in the supply chain.

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

Our serialization program is an important aspect of the digitization of the global pharmaceutical supply chain that will eventually connect manufacturers, wholesalers, dispensers, patients and regulators. This digitization starts with enabling serialization during packaging and leveraging this data throughout the supply chain to secure product delivery.

2020 highlighted the diverse strategies that different governments are pursuing to address counterfeit medicines and secure the associated supply chains. For global manufacturers, this presents challenges as each market develops unique requirements. Various versions of track & trace and endpoint authentication have emerged around the world, and we are working hard to meet these requirements to ensure access to high-quality, affordable and authentic medications.

Integration of legacy Upjohn products into the Viatris serialization architecture is well underway and will integrate seamlessly into our industry leading solution.

Working for a Global Stable Supply of Medicine¹

Providing secure access to medicines for patients around the world requires an interconnected, global supply chain. We are committed to leveraging our diversified global supply chain to meeting the needs of patients. Our broad network of manufacturing facilities across the globe helps to provide significant supply chain resiliency and uninterrupted patient access to medicines. No single country or company can meet the needs of all patients – we are stronger together and, as Viatris, we are committed to serving patients in more than 165 countries around the world.

FLEXIBILITY AND PROXIMITY TO CUSTOMER

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

Our ~50 manufacturing sites across more than 15 countries, combined with our global supply chain network and the facilities of the many partners with whom we collaborate on manufacturing, development, supply and logistics offer a worldwide, strategically located network of robust size and scope. 600 third parties augment our internal capacity and capabilities.

From an API point of view, not only are we vertically integrated for several key products, but we have also built strategic partnerships with our API suppliers and built-in redundancies to mitigate disruption. Approximately half of our API comes from India and China, and the other half from North America, Europe, and emerging markets. In India, we have more than 15 manufacturing facilities located in five different states, which mitigates risk of disruption in any given part of the country.

- 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
- 18 countries supply API for top 100 products

The company's global supply chain is strategically designed to support the continued growth of our business and to protect the quality and safety of our diverse and increasingly complex products.

We are continuously monitoring our inventory levels of our raw materials and dosage forms, and currently are in a strong position from a supply point of view to meet our customer needs across the globe.

Designed to reach more patients with more solutions when and where they need them, our regional supply sites are often in close proximity to our key markets and utilize demand and supply data to leverage capabilities and create efficiency and flexibility across our operations. We have a Rapid Response Advanced Planning system, which is a state-of-the-art technology for supply chain planning and management. The program enables key stakeholders to be closely connected across our global operations. It enables us to update and share information in real time, allowing us to leverage capacities and resources across key functions such as commercial, supply chain, warehousing and manufacturing. We look out over a 24-month horizon and plan supply to meet both the forecast and safety stock requirements to buffer against any potential fluctuations in demand or supply.

Tackling Medicine Shortages²

Drug shortages are a challenge across the globe, with several causes that are in some instances very complex. This was especially true in 2020 amid the COVID-19 pandemic as countries closed their borders and enforced lockdowns, requiring increased collaboration with industry and governments to mitigate the impact on patients and find solutions.

The demands of the pandemic added to an already strained system, where global demand for medicine is increasing significantly, putting extra pressure on manufacturers and supply chains to produce and supply products around the globe. At the same time, governments all over the world are facing the urgent need to manage spending amid increasingly tight budget constraints.

Generic medicines have proven to be important in addressing both challenges: generics lower the cost of medicine through increased competition in the marketplace with increased availability of treatments. However, manufacturers are facing increasing regulatory complexity and costs, as well as volatile demand and procurement models that often only look at lowest price. The combination can be difficult for industry to manage while pursuing a mission of access.

Tackling medicine shortages in a multi-source context requires a holistic approach that addresses both the root causes of the problem while also mitigating the impact when a shortage occurs. This includes addressing the economic causes of shortages to ensure market predictability and healthy competition and also improving regulatory efficiency and managing supply chain information.

We have been actively engaged in drug shortage task forces initiated by health authorities to provide context of the supply chain dynamic that can be causing increased drug shortages and potential solutions to minimize shortages. We are also working with a variety of stakeholders to find a holistic and long-term solution to ensure continued supply and access to medicines.

Distribution

The company's products make their way to patients through a variety of distribution channels and intermediaries, and local laws and customs give rise to different types of pharmaceutical markets (distribution, tender, substitution and prescription). The customers we work with include retail pharmacies; specialty pharmacies; wholesalers and distributors; payers, insurers and governments; and institutions such as hospitals, among others. We work closely with them and other important collaborators including NGOs, to help create better health by making our products available to patients in countries with varying degrees of income and resources.

Related Sources

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

 ²Please see p. 16-19 to learn about our efforts to address the COVID-19 pandemic

Supporting Appropriate Use of Medications

Helping patients use medicines appropriately and adhere to prescriptions are crucial factors in improving health and well-being around the world. We promote the appropriate use of medicines and have several initiatives aimed at educating patients on medical conditions and ways to better manage them.

We support online portals, websites and mobile applications that offer features ranging from tracking symptoms to reminding patients about refilling prescriptions. In addition, some digital solutions provide real-time guidance for healthcare providers to help them understand a patient's overall status.

We support individual dose dispensing across several European countries to increase therapeutic adherence and reduce medication errors, which is particularly important for elderly patients taking multiple medications. Dose dispensing not only helps an individual patient use medication correctly, it also assists caretakers and healthcare professionals in managing medications more effectively. Further, we adapt packaging to include symbols and pictograms that illustrate dosage schedules to make it easier for patients to take the right doses of medicines at the right time.

PARTICIPATING IN RELEVANT PATIENT ASSISTANCE AND GOVERNMENT-SPONSORED HEALTHCARE OR TENDER PROGRAMS:

Viatris participates in various government sponsored healthcare or tender programs around the world. In the U.S., we also offer patient assistance programs where feasible and appropriate. During 2021, we will be focused on taking elements of our legacy companies' existing patient assistance programs and consolidating a coordinated approach.





Employee Health

Human Relations Organization and Governance

Our Human Relations (HR) function supports the success of our colleagues and our business by being closely integrated at all levels of the organization. The HR function focuses on the priority areas of talent, organizational effectiveness and engagement. This framework allows for HR to deliver solutions with specificity at the regional and local levels, while operating as a global community as it executes on its strategy.

The Human Relations function reports to the CEO. The function provides quarterly updates to the Compensation Committee of the Viatris Board and as needed to the full board, including related to such topics as talent succession management, diversity and inclusion, integration efforts and more. Global centers of excellence for Talent and Total Rewards actively define strategies and processes to support local markets. Regional HR leaders are accountable for helping to deploy global and local programs, working closely with our commercial and operational functions.

Actionable insights and guidance are provided by HR business partners who are aligned at all levels by site and business. HR support for employee services is provided through channels that include online portals and regional, shared-service centers.

As we progress on our overall integration and global restructuring efforts, we are working to integrate all colleagues in our HR information system, making it easier to review data holistically so we can make informed decisions that benefit the business and people everywhere. Efforts to further improve and standardize the employee experience are ongoing.

Compensation and Benefits

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

We actively manage our incentive programs to ensure they are dynamic enough to attract key talent, motivate people to accomplish our stated goals and objectives, and retain our employees, our most important asset. During the annual compensation review process, managers evaluate employee

performance and total compensation. We also overlay a review of gender to ensure employees in the same job and performance level are aligned to the same compensation package. We continue to ensure our compensation programs are competitive, consistent and incentivize the continued growth of our business.

Recognizing Freedom of Association

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

Involving Employee Representatives

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



Our People ¹	2020	
Total workforce	45,975	
Employee Workforce	41,652	
Contingent Workforce ²	4,323	
Workforce by Region		
Developed Markets	39.2%	
Emerging Markets	41.7%	
Greater China	13.0%	
JANZ Markets	6.1%	
% Full-time Equivalent by Region		
Developed Markets	96.4%	
Emerging Markets	100.0%	
Greater China	99.9%	
JANZ	98.9%	
Overall	98.5%	
Workforce by Function		
Operations	46.0%	
Sales & Marketing	31.5%	
General & Administrative	15.0%	
Scientific Affairs	7.5%	
Employees by Age Group		
Average Age	39.7	
under age 25	4.4%	
Ages 25-34	34.6%	
Ages 35-44	30.8%	
Ages 45-54	20.7%	
Ages 55-64	9.0%	
Age 65 and over	0.5%	
Employees by Gender		
Male	51.4%	Female
Developed Markets	51.4%	48.6%
Emerging Markets ³	83.4%	16.6%
Greater China	49.8%	50.2%
JANZ	70.0%	30.0%
Overall	65.6%	34.4%

Our People	2020	
People Managers by Gender	Male	Female
Developed Markets	58.2%	41.8%
Emerging Markets ³	84.2%	15.8%
Greater China	50.1%	49.9%
JANZ	78.5%	21.5%
Overall	67.5%	32.5%
People managers as a % of overall male or female workforce	Male	Female
Developed Markets	21.5%	16.3%
Emerging Markets ³	13.7%	12.8%
Greater China	15.6%	15.4%
JANZ	16.2%	10.4%
Overall	16.4%	15.1%
Senior Managers by Gender	Male	Female
	78.5%	21.5%
Employee Turnover Rate Overall ²	7.6%	
Overall Male	7.1%	
Overall Female	8.7%	
Voluntary Overall	4.9%	
Voluntary Male	4.5%	
Voluntary Female	5.7%	
Involuntary Overall	1.7%	
Involuntary Male	1.5%	
Involuntary Female	2.0%	
Other Overall	1.0%	
Other Male	1.1%	
Other Female	1.0%	

¹ Data as of December 31, 2020, representing the combined Viatris workforce and does not include impact of previously announced global restructuring initiative. All references to "workers" or "workforce" include employees and external temporary workers. Year-over-year comparisons cannot be provided due to the newly defined Viatris business segments

² Regular employees only

³ India makes up 79% of entire Emerging Markets workforce. India manufacturing specifically makes up 62% of the Emerging Markets workforce

Health and Safety Management Information

Management System and Governance

Our Global Health and Safety Policy and Global EHS Management System along with our technical standards provide a foundation for our work to create a safe and healthy workplace for employees, contractors and visitors. They guide us in our efforts to implement industry best practices and are key in ensuring we meet health and safety compliance requirements.

The Global EHS Management System is implemented at all operational sites worldwide. Our technical standards establish global minimum operating requirements for a variety of safety activities and topics including emergency response, work at height, bloodborne pathogens, electrical safety, hazardous energy, fire prevention, personal protective equipment, machine guarding and chemical storage, among others. Our technical standards program includes a five-year continuous improvement strategy, with a new period starting in 2021. We conduct annual self-assessments on the standards to ensure alignment with the five-year plan. Implementing these standards helps ensure compliance with applicable regulations in the countries where we operate, in addition to filling gaps where certain regulations may not exist. As part of integrating the two legacy companies and establishing the EHS program at Viatris, a new continuous improvement strategy is being developed.

The Global EHS Function is integrated across the organization and reports into the Chief Operating Officer (COO), through vertical leaders. The COO oversees EHS performance and initiatives. These efforts include health and safety programs such as industrial hygiene, process safety studies, emergency preparedness, facility

design guidance, risk assessment, incident management, personal protective equipment, confined space, chemical management and serious and fatal incident prevention. Vertical leadership are also key members of our EHS Governance Committee.

Their commitment and drive within their respective businesses is a key component of our EHS programs and performance. The COO reports to the President and serves on the Viatris Leadership Team.

We aim to continuously improve our safety programs and to always keep safety at the forefront. One way we do this is through Safety Excellence programs that we operate at many of our facilities in Europe, India and North America. These programs include safety leadership workshops with site senior leaders and supervisors where topics such as the role of leadership and safety excellence leadership behaviors are discussed.

We are committed to being transparent about the company's health and safety efforts and performance. We report externally on an annual basis and communicate both internally and externally throughout the year to promote general awareness on health and safety issues as well as to inform about our work.

We strive to keep our facilities resilient and secure, especially those vulnerable to natural disaster. Risk engineering and emergency response planning are vital components of our EHS programs and across our operations we have well-trained emergency response teams and technology to respond quickly should an incident occur. When a natural disaster strikes, the company and its partners will endeavor to protect our sites and resume production as soon as possible, always keeping safety top of mind.



Internal and External Audits

We routinely conduct assessments and internal and external on-site audits, including reviews of our data, systems and programs. The frequency of assessments and audits is established per a risk-based approach which incorporates EHS performance trends, facility design, regulatory compliance and other EHS program requirements. The frequency varies between every one to five years.

For more details on our EHS management and governance, please see p. 82-83 and 100-103.

Proactive Incident Prevention

Our Incident Prevention Opportunity (IPO) program promotes the identification and correction of potential hazards. It enables employees to report safety concerns and encourages every employee to participate by setting site and department specific targets and goals each year that are monitored monthly.

Our Serious and Fatal Incident Prevention (SFIP) Program further identifies the potential for incidents to be more severe and ensures that we proactively address these possible conditions and outcomes with effective controls.

Safety Training

Through extensive training, our employees and contractors receive information and knowledge to assist them in performing activities safely and without harm to themselves or others. We require employees to take safety courses based on job responsibilities and regulatory requirements including topics such as emergency response, hazardous energy, confined space, powered industrial trucks, personal protective equipment and many others. Global or regional training campaigns are also conducted and have included topics such as fall prevention, incident prevention opportunities and situational awareness. Training is administered through our online MyUniversity platform as electronic learning, classroom training or practical training and is translated into multiple languages.

Contractor Safety

Our commitment to safety extends beyond our employees. Across all locations, protecting the safety of our contractors and visitors is part of our EHS management system. Contractors and visitors are covered by EHS policies and procedures applicable at their specific sites. We have established guidelines and expectations for contractor safety management, prescreening and training. Contractor safety performance is tracked and included in our contractor safety metrics. We have not experienced any work-related fatalities among employees or contractors since 2017.¹

Health and Safety Performance	2017	2018	2019	2020
Total Recordable Incident Rate (Recordable cases per 200,000 hours worked)	0.51	0.53	0.67	0.52
Total DART Incident Rate (DART cases per 200,000 hours worked)	0.39	0.40	0.48	0.38
Total Lost Time Incident Rate (Lost time cases per 200,000 hours worked)	0.29	0.34	0.42	0.32
Work-related fatalities	0	0	0	0

- Refers to Legacy Mylan
- Data as of February 2021. Information may be restated due to the availability of additional data
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control

External certifications	2017	2018	2019	2020
Number of sites certified to OHSAS 18001 and ISO 45001	5	12	12	14
Number of sites certified to the British Safety Council	N/A	2	4	6

Related Sources

- (?) ¹Refers to Legacy Mylan



Environmental Health

Management System and Governance

To create a best-in-class model for environmental, health and safety (EHS) management, we're integrating two strong foundations from Mylan and Upjohn – both built on compliance with local regulatory requirements as well as global company policies, programs and standards, all wrapped in a culture of continuous improvement.

Our Global Environmental Stewardship Policy and Global Environmental, Health and Safety (EHS) Management System provides the foundation of the company's comprehensive work to reduce our environmental impact and help ensure that we meet environmental compliance requirements.

Our environmental programs, guidelines and technical standards cover waste management, wastewater management and discharge,



External Certifications	2017	2018	2019	2020
Number of sites certified to ISO 14001	12	20	20	21
Number of sites certified to ISO 50001	7	8	8	8

Governance, Monitoring and Reporting

The Viatris President oversees operations within the company and provides guidance and strategic direction on sustainability, including environmental and climate change related topics. Together with senior executive management, he also approves energy and climate-related budget and capital expenditures projects. Meetings are scheduled based on reporting, project scope and business needs. Management briefs the Viatris Board's Risk Oversight Committee on climate-related issues such as regulatory or compliance activities, external and internal reporting requirements, hurricane preparedness and response, and site specific energy projects, among other topics.



of Viatris' API manufacturing facilities¹ are ISO 14001 certified for environmental management systems.²

incident management, chemical management, facility design, ozone depleting substances, air emissions, pharmaceuticals in the environment and environmental hazard assessments of products. 90 percent of our API manufacturing facilities¹ are ISO 14001 certified for environmental management systems.

The Global EHS Management System supports systematic identification of continuous improvement opportunities and industry best practices. The company's technical standards establish global minimum operating requirements for a variety of environmental and safety activities.

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

The Global EHS function is integrated across the organization and reports into the Chief Operating Officer (COO), through vertical leaders. The COO reports to the President and chairs the company's EHS Governance Committee, overseeing programs, performance and initiatives, including environmental programs on energy, climate change and water management. The Global EHS team oversees the data collection, management and monitoring of climate-related activities through a global database and system. The team also monitors relevant environmental issues and opportunities including climate change impacts – and reports relevant information to the COO and the Corporate Social Responsibility Advisory Committee.

Working collaboratively with operations and business unit leaders, the Global EHS team leverages technical expertise across multiple disciplines, including environmental management, health and safety, industrial hygiene, occupational toxicology, training, process safety and information technology (IT) systems.

We monitor and track many elements of our environmental performance allowing us to manage data, oversee results and identify risks and opportunities. Our IT systems include custom built databases, tools, dashboards and reports that drive EHS compliance and identification of key trends, opportunities and information.

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

Internal and External EHS Audits

Internal assessment and audit are core components of our EHS management approach and serve several purposes, including identifying risks to employees, the environment and the company; fostering continuous improvement; and promoting knowledge transfer. We routinely conduct assessments and on-site audits, including reviews of our systems, procedures, programs and data. Every site has a 1- to 5-year auditing frequency, with the actual schedule established per a risk-based approach which incorporates EHS performance trends, facility design, regulatory compliance and other EHS program requirements. In case of observations, the audited facility develops and implements action plans, which are tracked by the EHS function.

Environmental Risk Management

Environmental risks are evaluated for our products, processes and facilities. Through the company policies, the Global EHS Management System and technical standards, each site is required to utilize EHS risk assessments using a formal process to analyze environmental, health and safety risks and maintain continuous improvement plans. These plans include improving water management, increasing recycling efforts, mitigating

climate change risks including management of ozone depleting substances, GHG emission, improving energy efficiencies and data management. Downstream risks such as drought, extreme temperatures (hot and cold), etc., are reviewed to ensure the stability of products in extreme temperatures such as hot climates in sub-Saharan Africa.

Other environmental risk management areas of focus include:

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

We have completed more than 956 environmental hazard assessments of our products since implementing the program in 2016. The evaluation criteria were based on sources such as the U.S. Environmental Protection Agency, the Stockholm County Council, EMA, the European Union's CLP (classification, labeling and packaging) standards and third-party experts. Products and compounds are compared to the criteria and classified as representing low, moderate or high risk. Assessments then are compared to internal guidance documents to determine appropriate levels of control within our manufacturing processes.

GHG Emissions and Climate Change

We are committed to doing our part to mitigate our impact on and risk from climate change. To us, addressing climate change includes systematic work to reduce carbon emissions, enhance efficiency in our operations, as well as to manage any risks to our operations. We assess the risks to our network on an ongoing basis and take measures to help ensure our ability to uphold a stable supply of medicines.

Protecting our employees, our products, our facilities and the environment has always been a priority. As part of those efforts, we also evaluate regulatory and physical risks and opportunities associated with the effect of climate change across our operations. Our ability to maintain operations and support the local community in Puerto Rico when Hurricane Maria hit in 2017 is a relevant

Related Sources

¹All API manufacturing facilities in India are certified

²Data is Legacy Mylan only

example of effective planning, risk mitigation, and building resilience from the impact of extreme weather.

We are committed to responsible energy and greenhouse gas (GHG) emissions management through strategic energy sourcing and ongoing improvement of our energy management systems. We continuously evaluate and identify opportunities to lower our energy demand usage and decrease GHG emissions. Examples of efforts undertaken are the phase out of ozone depleting substances and energy sourcing and reliability for manufacturing.

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

We performed energy assessments at key operational locations in the past two years to identify energy efficiency and emission reduction opportunities to help drive additional targets and

Energy Purchased (GWh)	2015	2016	2017	2018	2019	2020
Total energy purchased	555	567	579	595	613	610
Renewable energy sources	16	36	56	72	90	94
Non-renewable energy sources	539	531	523	523	523	517
Energy Intensity Ratio (GWh / million USD revenue)	0.06	0.05	0.05	0.05	0.05	0.05 ²

Greenhouse Gas Emissions (thousand metric tons CO ₂ e)	2015	2016	2017	2018	2019	2020
Total GHG Emissions	656	664	673	674	667	658
Scope 1 GHG emissions	302	318	329	329	318	311
Scope 2 GHG emissions (market-based)	354	346	343	345	349	348
Total GHG Emissions Intensity Ratio (metric tons CO ₂ e / million USD revenue)	70	60	56	59	58	55 ²

- Refers to Legacy Mylan
- 2015 is base year for total GHG emissions
- Scope 2 emissions are based on market-based method
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Data from 2015-2020 has been adjusted to account for acquisitions and divestitures, in accordance with the methodology prescribed in the WRI Greenhouse Gas Protocol
- Excludes data and sources from commercial, employee travel and commutes, small administrative/lab sites, small warehouses and other business transportation
- Data does not include process emissions from manufacturing or emissions from insignificant sources such as welding gases, lab gases, fire extinguishers, dry ice, etc.
- All solvent combustion in air pollution control devices in Scope 1 emissions is treated as ethanol
- 2017, 2018 and 2019 GHG emissions data was verified by a third-party to a reasonable level of assurance using the methodology of the GHG Protocol issued by the World Business Council for Sustainable Development and the World Resources Institute. 2020 third party data verification is in progress
- Energy and GHG Emissions intensity ratios use revenue as a denominator in million USD
- Where applicable, prior year data has been restated due to improved data quality

initiatives with respect to energy and climate change. In 2020, we began evaluating Scope 3 emissions including from purchased goods and services, other fuel-and-energy-related activities and from upstream and downstream transportation.

We recognize the need for relevant information on management of risks and opportunities related to climate change through the enhanced disclosure recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). We are continuing to incorporate its recommendations into our energy and climate change strategies and disclosures. We have reported to the CDP climate program since 2017. In 2020¹, we submitted our climate and water responses to the CDP, which are now available on CDP's [public responses page](#), in order to better serve key stakeholders with this information. Our current CDP climate change score is B-. The climate data as reported to the CDP is subject to third-party verification.

Looking forward as Viatris, we are committed to setting science-based targets. We are planning to perform scenario and risk analysis in 2021, taking into consideration the new operational footprint of the new company and acknowledging the context of the Paris Agreement.

Waste Management

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

Waste Management (thousand metric tons)	2017	2018	2019	2020
Total waste generated	56	59	69	57
Hazardous waste	36	39	45	37
Non-hazardous waste	20	20	24	20
Percentage of waste recycled or sent to energy recovery	68%	71%	74%	73%
Significant spills	0	0	0	0

- Data is Legacy Mylan only
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Some data includes estimates and may be updated at a later time when more accurate data is available

Water and Wastewater Management

Responsible wastewater treatment is a key topic for our industry, and we are committed to lead by example. We recognize that water is a scarce resource in some of the communities where we live and work and are committed to working proactively to protect water resources and continue to improve our water management practices and systems. We perform water risk assessments and all operations sites are periodically audited to ensure compliance with local regulatory and internal standards.

Our teams work to identify opportunities to improve water management within our highly regulated industry, which often presents many restrictions and limitations related to items such as reuse of water in production.

The production requirements of our operations, coupled with local regulations and infrastructure, guide the type of water and wastewater management applied. We implement appropriate controls, technologies and containment strategies to minimize the amount of potential pharmaceutical ingredients that could enter the wastewater.

All wastewater streams are then treated to ensure compliance with local regulatory and internal standards. In India, multiple sites apply zero liquid discharge (ZLD) technology that eliminates wastewater discharge. To ensure our ZLD-equipped plants continue to operate effectively, we conducted independent, third-party assessments on some ZLD facilities and will continue to conduct additional evaluations. We maintain all applicable permits and authorizations for wastewater discharge with governing authorities and comply with all local discharge limits.

treatment requirements and internal standards. We strive to use recycling, reuse and energy recovery options, including waste-to-energy facilities, cement kilns and fuel-blending facilities where possible to treat waste. Converting waste to energy contributes to the substitution of fossil fuel at these facilities. We strive to reduce or eliminate the amount of waste sent to landfills and are looking to continue to increase our number of zero landfill sites.

Key principles in responsible effluent management:

- Compliance with applicable company standards and regulatory requirements
- Implementation of defined sound wastewater management programs that are based on risk management and good engineering principles
- Definition of site and API specific discharge targets based on safe concentrations in the receiving surface waters
- Discharge of manufacturing wastewater containing API must have an environmental risk assessment (per the local manufacturing site); if a risk is identified, appropriate additional controls will be implemented to mitigate the risk to an acceptable level

Related Sources

(?) [1Refers to Legacy Mylan](#)

(?) [2The revenue figure used is total revenue for Viatris for 2020, as presented in Viatris Inc.'s Annual Report on Form 10-K. It includes full year legacy Mylan results plus the 1.5 months of Upjohn results](#)

Water Use & Discharge Summary (thousand m ³)	2015	2016	2017	2018	2019	2020
Total water withdrawal	3,064	3,124	3,247	3,274	3,253	3,183
Total water recycled and reused	133	370	424	467	475	542
Total water discharged	1,650	1,612	1,621	1,536	1,529	1,422
Sites with zero liquid discharge (ZLD) systems	6	7	9	10	10	10

Water Use by Sources (thousand m ³)	2015	2016	2017	2018	2019	2020
Municipal / Third party	2,984	3,044	3,151	3,154	3,149	3,087
On-site borewell	73	73	89	112	100	92
Rainwater	2	2	2	2	1	1
Other	5	5	5	5	3	3

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

Air Emissions

We are committed to reducing emissions to the air and we use the companywide EHS program to identify, track, monitor and control relevant emissions, per industry standards and regulatory guidelines. Our facilities are equipped with air emission control devices as required to manage regulated air pollutants. Examples include high-efficiency dust collection, HEPA filtration, electrostatic precipitation, primary and secondary condensers, multi-stage filtration and recirculation systems, process scrubber technology and regenerative thermal oxidizers.

Pharmaceuticals in the Environment

The primary pathways for pharmaceuticals entering the environment from human use are by normal patient excretion and improper disposal of medicine by consumers¹ in addition to the use of pharmaceuticals in agriculture. A significantly smaller contribution stems from emissions resulting from the pharmaceutical manufacturing process.

While gaps remain in the scientific link between pharmaceuticals in the environment and human health risk, we are committed to reducing pharmaceuticals discharged from our manufacturing operations. The company's approach to addressing and minimizing the potential impact of pharmaceuticals in the environment (PiE)

from our own manufacturing is based on a wide range of activities and governance:

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

We are an active participant in the Eco-Pharmaco-Stewardship Inter-Association Initiative, a cross-industry collaboration on environmental issues such as responsible effluent management and appropriate disposal of unused medicine.

External initiatives that we engage on regarding manufacturing and the environment:

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

Long-term environmental goals

As we progress in the integration of the new company, including the organizational changes announced in December 2020 which will impact our operational and environmental footprint, we are planning to perform a scenario and risk analysis in 2021. We are committed to setting companywide goals and sharing them in 2022. Areas of priority include climate change, water and waste.



Related Sources

- [Royal Society of Chemistry: Sources of Pharmaceutical Residues in the Environment and their Control](#)

CSR Oversight and Compliance

Risk Governance and Management

We are committed to operating ethically and with integrity and seek to apply a holistic, enterprise-wide approach to risk management. We are subject to a number of risks inherent in the complex and rapidly changing environment in which we operate including, but not limited to, global operations, environmental and social matters.¹ The company's management and employees implement and administer risk management processes to identify material risks to our business.

Management assesses, monitors and manages material risks to our business, all while maintaining flexibility in how we operate. To further embed risk management and compliance into our culture, we implement policies and procedures and train employees on how to comply with them. Management reports quarterly to the Viatris Board's Risk Oversight Committee regarding enterprise risk, as well as the other committees regarding risk-related matters within the scope of their oversight responsibilities.

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

How Viatris Considers Price as Part of its Commitment to Accessibility

At Viatris, we provide a portfolio of more than 1,400 molecules for patients across a broad range of major therapeutic areas, spanning both noncommunicable and infectious diseases. Our global portfolio includes best-in-class, iconic brand-name products as well as global key brands; generics, including branded and complex generics; and biosimilars. Many of the medicines in our portfolio are not protected by patents and therefore subject to a general trend of price deflation over time.

As we participate in tender programs or public-private partnerships around the globe, we evaluate the price of the generics within our portfolio based on an assessment of

RESPONDING TO THE U.S. OPIOID EPIDEMIC:

While the company plays a very limited role in this market (for example, legacy Mylan supplied on average approximately 1% of the volume of opioid-containing products in the U.S. from 2016 – 2020), we are committed to leveraging our extensive scientific expertise to take a leading role in finding pharmaceutical solutions to be a part of the long-term solution to this challenge. Following the publication of this Sustainability Report, we expect to publish a Viatris report regarding the company's commitment to doing its part to help in the nationwide fight against opioid addiction, abuse and misuse. The report will be available on Viatris.com.

events - including those related to climate change (e.g., flooding, drought, extreme temperatures, severe storms) or other significant business interruptions.

By embedding our ERM processes into the company's strategic planning process, we optimize our ability to identify risks, while also identifying and leveraging opportunities. We conduct a periodic enterprise risk assessment to identify key and emerging risks. Our CSR priority assessment informs the periodic enterprise risk assessment and ultimately the company's risk profile. We continue to expand the use of key risk indicators to enhance our ability to evaluate risk responses and as a tool for risk monitoring.

patients' need, supply, demand, and the affordability of our products, especially as it relates to the equivalent brand name drug, among other determinants. Other factors considered when pricing our branded portfolio include their value to patients and providers as well as current economic indicators.

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

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

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

Global Privacy Governance

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

All company personnel are required to adhere to and comply with applicable company policies and procedures. Should applicable data protection laws or regulations provide for more stringent requirements than specified in our governance documents, those applicable data protection laws and regulations govern. The company monitors for, investigates, and responds to suspected and/or confirmed Protected Data incidents as required by applicable data protection laws and in proportion to the nature, extent, and sensitivity of the Protected Data.

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

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

- Employee training;
- Aligning the company's practices with all relevant local, regional, national, and international laws and regulations;
- Overseeing the revision and negotiation of privacy agreements and privacy terms;

- Privacy and data protection due diligence for third parties, including vendors, and in connection with distribution arrangements and acquisitions;
- Ensuring appropriate and compliant responses to individual's privacy rights requests;
- Appropriate contact with relevant data protection authorities and handling inquiries and requests for information from same; and
- Investigation of any suspected and/or confirmed incidents.

Information Security

We have developed an information security strategy which focuses on decreasing risks, increasing information security maturity, improving security capabilities and secure partnership enablement.

Our Information Security organization consists of an internal team of certified subject matter experts in the areas of information security risk management, supply chain information security, incident response, security operations, access and application security, education and awareness and security operations. The team is supplemented by a 24/7 managed security service provider that serves as the initial point of contact globally for security monitoring, incident response and vulnerability management.

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

As part of our multi-year information security program, we focus on seven key threat areas: malware, hacking, social, physical, misuse, accidental and environmental.

Across each of these seven areas, we have comprehensive policies and procedures in place to identify and mitigate risks as well as train employees. In addition to internal experts, we utilize third parties for management, controls and audits. Depending on the asset risk profile, testing is conducted on a quarterly basis. Our control procedures are designed to support a remote-flexible work environment.

Related Sources

 ¹For more detailed information about the risks and uncertainties associated with our business activities, see our Annual Report on Form 10-K for the year ended Dec. 31, 2020

Protections Against Hacking

We run a security monitoring program in partnership with our external managed security service provider. We employ multi-factor authentication and certificate-based encryption for all external access and authenticated connections. Vulnerability management and patch management processes are in place to reduce the overall threat landscape. The network is monitored 24 hours a day, seven days a week, and 365 days a year using industry best practices, tools and processes. Penetration testing conducted by internal and third-party resources are conducted quarterly based on asset risk. Cybersecurity simulations including tabletop exercises are executed to test the company's procedures and the internal team's ability to detect, respond and recover in the event of an attack. Our standards and policies are reviewed on an annual basis by Deloitte.

As part of continuing to improve our overall information security capabilities, we focus on addressing all areas of the National Institute for Science and Technology (NIST) Cybersecurity Framework: Identify, Detect, Protect, Respond, and Recovery. Every two years, we conduct an information security benchmark using the Information Security Forum's (ISF) benchmark assessment tool. In addition to the overall risk mitigation program, we carry a multi-tiered cyber insurance policy.

Responsible Marketing and Promotion

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

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

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

The Global Policy for the Marketing and Advertising Review Council requires the establishment of local procedures to ensure that all promotional materials and other commercial communications are reviewed and approved internally by appropriate subject matter experts.

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

Cultivating Good Conduct and Compliance

Everyone in the company – and those acting on our behalf – are personally responsible and accountable for the company's reputation and dedication to doing business with integrity. We work to provide the adequate procedures and guidance to support that individual responsibility.

The Chief Compliance Officer has the operational responsibility to ensure the company's corporate compliance program is effective and robust and directs its day-to-day implementation. To ensure broad perspectives and independence in the compliance

In 2020, much effort went into preparing for the combination into Viatris. The compliance department supported the harmonization of key compliance policies and trainings in partnership with various integration workstreams. We evaluated opportunities for alignment on compliance processes in consideration of business activities, tools and systems used by the respective companies and to leverage best practice.

An important area pertained to identifying global key risk areas and policies to address in compliance communications and enhanced training programs. As we continue to build out the compliance program for Viatris, we will leverage a principles-based risk management framework, standards, guidance and processes. We continue to focus on fostering organizational adherence to applicable laws, regulations and company policies. The compliance department promotes an organizational culture of prevention, detection, and resolution of conduct that does not conform to the law or the organization's ethical and business policies. We aim to take this opportunity to improve process efficiencies through further connecting policies, communication, and trainings, globally and locally.

department, the Chief Compliance Officer reports to the board's Compliance Committee and the Chief Executive Officer.

The compliance department is organized by operating regions and Global Centers of Excellence (CoE) to efficiently support the organization. The compliance department and the Global Compliance Program are structured in a manner consistent with the Office of Inspector General of the U.S. Department of Health and Human Services (OIG) Resource Guide for Measuring Compliance Program Effectiveness. A direct report to the Chief Compliance Officer leads three global CoEs that support the company's global operating regions and business. A senior compliance leader manages each respective CoE, which focuses on policies, training and communications, global compliance risk, audit and due diligence, and investigations. The compliance department oversees the development, maintenance and recordkeeping of global policies and procedures, and performs various periodic and needs-based operational audits throughout the year, often in conjunction with Internal Audit.

In 2020, compliance aligned with business strategy and other functions to further enhance and leverage a Global Product Risk Assessment, related to the healthcare community.

In the spirit of continuous improvement, consulted a set of third parties across a variety of compliance areas including government reporting and pricing, anti-corruption and compliance audits. Similar reviews of compliance activities are planned for 2021.

Further, we updated the following:

- Global Anti-Corruption Policy to clarify definitions of government officials and expand guidance on prohibiting gifts and entertainment to such individuals.
- Standards for Interactions with HCPs across Europe and Asia.
- Enhanced our compliance-related matters investigation processes and provided training globally to affected leaders and functions.
- Continued to enhance the company's employee data protection and privacy policies, processes and training to ensure compliance with the evolving Global Data Protection Regulation (GDPR) and other privacy regulatory requirements.
- Evaluated the U.S. Department of Justice (DOJ) Criminal Division's updated guidance against compliance program elements using a risk-based approach to clarify and streamline requirements wherever possible.
- Successfully completed all year-three requirements under Mylan Inc. and Mylan Specialty L.P.'s Corporate Integrity Agreement with the OIG and submitted our annual report.

- Created an Australia specific Addendum to the Policy on Investigating and Reporting Compliance-Related Matters. This Addendum describes the application of whistleblowing provisions under the Corporations Act 2001 (Cth) (Act) imposed on Mylan Australia, in addition to the Code of Business Conduct and Ethics and Global Policy Prohibiting Harassment, Discrimination, and Retaliation.

The company's Code of Business Conduct and Ethics outlines guiding principles on how employees and those working on our behalf should conduct themselves. It also informs on policies and standards while providing high-level guidance on critical areas of the company's business operations. We require and provide dedicated training on anti-corruption, fair competition and the company's Standards for Interactions with Healthcare Providers (for employees with relevant job responsibilities). Vendors that may interact with government officials on our behalf also receive anti-corruption training. Depending on their role, part-time employees and contractors are required to take subsets of the trainings listed above.

We require employees to complete regular trainings in regard to the code of conduct, fair competition and anti-corruption, among other topics, and track completion rates.

Training topics include but are not limited to:

- Code of Business Conduct and Ethics
- Anti-Corruption
- Fair Competition, Anti-Trust and Pricing Requirements
- Supplier Code of Conduct
- Standards for Interactions with Healthcare Professionals (including locally specific content for sales representatives, as necessary)
- Mylan's Corporate Integrity Agreement
- Fair Employment Practices and Recognizing and Preventing Harassment, Discrimination and Retaliation
- C-TPAT (Customs – Trade Partnership Against Terrorism)
- General Privacy Overview
- Engaging Healthcare Professionals as Consultants, Advisory Board Members and External Speakers
- Records & Information Management and Good Documentation Practices
- General Data Protection Regulation (GDPR)

Fighting Corruption and Promoting Fair Competition

The company's anti-corruption program is based on the elements of the U.S. Department of Justice (DOJ) and Securities and Exchange Commission (SEC) Resource Guide to the U.S. Foreign Corrupt Practices Act; the U.K. Ministry of Justice Bribery Act 2010 Guidance; and the Organisation for Economic Cooperation and Development's Good Practice Guidance on Internal Controls, Ethics and Compliance, as well as the local laws where we operate. Our Global Anti-Corruption Policy strictly forbids bribery and corruption in any form anywhere we do business. The policy defines bribery and corruption, including facilitation payments, which are strictly prohibited even where permitted under law. We have monitoring and auditing procedures in place to identify and deter such payments. We reassess our anti-corruption program periodically and make updates as warranted.

Training is provided for employees as applicable to educate them on what constitutes bribery, corruption and facilitation payments as well as where the risk exposure may be elevated. The training also guides employees on what constitutes acceptable behavior and how to seek support when questions arise.

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

As part of these procedures, we monitor any case of suspected conflict of interest. Each identified case is investigated and if concerns remain after investigation, actions are taken as appropriate.

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

Ensuring Good Conduct in External Partnerships

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

The compliance department identifies business partner categories that may carry higher inherent corruption and/or reputational risk. These partners, noted during the business contract drafting and approval process, are subject to a risk review depending on

the aggregated risk factors assigned, as well as other company compliance standards. Those identified as having an elevated risk are subject to a due diligence process including investigation and clarification of discovered legal, civil and reputational allegations or convictions.

Anti-corruption language, right-to-audit clauses and ethical expectations are included in our contracts. Any potentially high-risk business partners undergo a due diligence review and annual monitoring. We also have a process to train business partners who interact with government officials on the company's behalf on our Anti-Corruption Policy and procedures.

Reporting Compliance Concerns

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

- Employees are encouraged to discuss compliance matters with their supervisor, Human Relations, the Legal department, their local compliance support or the compliance department.
- They also can use the company's Compliance Line, which is operated by an external party. It is available 24/7 and permits anonymous reports in all countries in local languages where permitted by law.
- For investigating, resolving and remediating reported events, our Global Policy on Reporting and Investigating Compliance-Related Matters outlines a clear process that includes:
 - » a thorough, impartial and timely investigation of each report in coordination with Human Relations, our Legal department and other functions as appropriate; and
 - » fair and consistent disciplinary measures, when necessary.

The policy is available to all employees on the company's intranet. Compliance and its partners seek to maintain confidentiality throughout the investigation process and to help ensure that good faith reporters do not suffer negative employment actions as a result of their allegations.

Advancing Sustainable Sourcing

Our sourcing vision is to serve as:

- Partner of Choice for internal stakeholders and suppliers
- Catalyst for supply resilience ensuring access to more markets and patients worldwide

The global sourcing efforts will be driven by the right people, trusted partnerships, robust processes, best practices and technologies that are fit for purpose, scalable and sustainable.

As the Partner of Choice and catalyst for supply resilience, sourcing is responsible for identifying, evaluating, selecting and delivering goods and services across the globe that are cost effective, compliant, innovative, sustainable and reliable.

Our council¹ for sustainable sourcing includes members from quality, EHS, commercial and CSR, in addition to the members of the sourcing leadership team.

In 2020, we continued to execute on our commitments to support the company's larger CSR efforts by continuing to build-out our sustainable sourcing program focused on the following areas:

- Supplier Code of Conduct
- Source selection
- Partnerships and communication
- Supplier diversity
- Monitoring, reporting and continues improvements

This group will continue to:

- Provide guidance and direction for sustainable sourcing;
- Develop policy, practice and reporting of sustainable sourcing;
- Instill the culture of sustainable sourcing within sourcing teams;
- Set annual sustainable sourcing goals and objectives;
- Develop, implement and monitor compliance of sustainable sourcing policies and metrics; and
- Continue to expand our focus on Green Procurement.

Building Sustainable Supplier Relationships

We rely on our suppliers and business partners to deliver high-quality, affordable and accessible products to our customers and ultimately to patients. Maintaining good relationships helps not only to reduce risk and ensure a high-quality and reliable supply but also helps us partner on our sustainability practices.

In 2020¹ we continued to build-out our Supplier Relationship Management program focusing on preferred suppliers to mitigate risk and enhance long-term strategic partnerships. The program aims to minimize risks by consolidating our supply base with preferred suppliers.

Mitigating Supply Chain Risk

We have a robust due diligence process to better understand supplier capabilities and ensure their ability to comply with regulatory and compliance requirements. Our source selection process is governed by a Source Review Committee (SRC), comprised of a cross-functional internal team from Science, Legal and Sourcing.

This team also manages the selection of API suppliers. We have a proactive risk mitigation program to protect the supply chain by strengthening supply agreements with current suppliers and qualifying alternate suppliers. We monitor performance through

reporting, trend analysis and consistent business review meetings. Further, we have established escalation and cross-functional issue management processes. Sourcing teams routinely meet with suppliers to review the performance of supply and create action plans to address identified risks. For our third-party finished dose formulation suppliers, we maintain an end-to-end product management approach.

Source Selection¹

Source selection is a key sourcing process to ensure vendors meet our minimum standards for quality, cost and compliance. In 2020, we continued to expand our focus in this area to include:

- The legacy Mylan standard Supply Agreement template includes sustainability language and language on the right to request supporting documentation, the right to audit and implementation of corrective action plans as needed. These templates apply to new agreements.
- Sustainability is part of the source selection process for direct materials. The practice aims to verify that the supplier has established a sustainability program and has set sustainability goals.
- We require vendor acknowledgement of our Supplier Code of Conduct prior to new source selection or renewal of existing Supply Agreements for Direct Materials.

Supplier Code of Conduct¹

Our Supplier Code of Conduct provides guidance for doing business with us and supports our efforts to inspire, engage in and foster better health for a better world. Further, it aims to enhance supplier relationships and helps mitigate supply chain risks. We are committed to continually working to improve our operations and expect our business partners to promote similar principles throughout their supply chain. In 2020, we continued to:

- Enhance internal training on the Supplier Code of Conduct which is required to be completed on a biannual basis and relaunched training for employees with purchasing, supply chain and sourcing roles.
- Promote our Supplier Code of Conduct and reiterated our commitment to sustainability in supplier meetings.
- Initiated, amended and/or extended all direct material contracts to include language that requires suppliers to formally abide by the principles of our current Supplier Code of Conduct and provide data as required to support the principles.
- Provided the Supplier Code of Conduct to approximately 100% of direct material suppliers and more than 70% of indirect suppliers.

Related Sources

(?) ¹Refers to Legacy Mylan

Supplier Assessments¹

To further build on our sustainable sourcing commitment and increased transparency in our supply chain, we have partnered with a third party.

- During 2020, we migrated our supplier self-assessment program to the third-party online platform to help systemize and drive efficiency in supplier follow-up, supplier engagement, share best practices and track certifications.
- This partnership will allow us to leverage the EcoVadis global and scalable platform, expertise and trusted methodology to expand our program.

Promoting Supplier Diversity in the U.S.

The commitment to diversity and inclusion encompass not only our colleagues and patients, but also business partners. Our U.S. Supplier Diversity Program supports small businesses and businesses owned by minorities, women and veterans. We have worked to build relationships with small and diverse businesses.

Our senior management meets quarterly to review achievements related to supplier diversity, and we continue to make program adjustments as we seek to expand our efforts in this area.

We train our sourcing employees on this initiative, monitor spending and provide access to databases featuring diverse suppliers to promote these businesses.

Managing Political Activity Responsibly

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

All political contributions are made in accordance with relevant local laws. Only to the extent allowed by law may Viatris directly contribute to political candidates and political organizations. This is relevant primarily for Viatris' U.S. subsidiaries and Viatris' U.S. Political Action Committee (ViaPAC), a voluntary, nonpartisan, employee run committee. The Viatris Board's Compliance Committee oversees company policies and procedures for corporate political and lobbying expenditures. A report of these expenditures, along with certain U.S. trade association affiliations, is made available on our website. The Legacy Mylan organization also posted a copy of the policy governing political contributions. The aligned policy for Viatris is under development and will be made available by mid-2021.

Partnership for Responsible Supply Chains in the Pharmaceutical Industry

As part of advancing our commitment and work in sustainable sourcing, in March 2021, Viatris joined the Pharmaceutical Supply Chain Initiative (PSCI) and plans to further advancing responsible practices to continuously improve social, health, safety and environmentally sustainable outcomes for our supply chains. We share the belief that partnership and cooperation can scale positive progress, bring synergies and enhance efficiency across our supply chains, ultimately allowing all of us to allocate resources towards the mission of creating patient access to high-quality medicine.

Viatris also complies with any laws that govern its lobbying and advocacy efforts globally. Within the U.S., that includes filing relevant lobbying and political contribution reports in accordance with the U.S. Lobbying Disclosure Act. Those reports can be found on the U.S. Senate Office of Public Records website or the U.S. House of Representatives Office of the Clerk website.

Honoring Our Commitment as a Publicly Traded Company

Viatris Inc. is a publicly traded company listed on the NASDAQ Stock Market and incorporated in Delaware.

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

Related Sources

(?) [Refers to Legacy Mylan](#)



Respecting human rights

As a signatory to the U.N. Global Compact, we recognize our responsibility to respect an opportunity to support and promote the protection of human rights within and beyond our own operations. We do so through our core business, how we conduct ourselves and in our dealings with partners. We are committed to the 10 principles of the U.N. Global Compact and respect the International Bill of Human Rights and the Fundamental Conventions of the International Labour Organization.

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

Topics critical to addressing human rights are addressed through a variety of company policies including our Code of

Business Conduct and Ethics, Supplier Code of Conduct, Policy Statement Regarding Slavery and Human Trafficking, Global Policy on Combatting Human Trafficking in Persons and our companywide EHS program. Examples include:

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

Appendix

Products on the WHO Prequalification list

International nonproprietary name (INN)	Dosage form & strength
Sofosbuvir	Tablet, Film-coated 400mg
Daclatasvir (dihydrochloride)	Tablet, Film-coated 60mg
Daclatasvir (dihydrochloride)/Sofosbuvir	Tablet, Film-coated 60mg/400mg
Sofosbuvir/Velpatasvir	Tablet, Film-coated 400mg/100mg
Atazanavir (sulfate)	Capsules, hard 150mg
Atazanavir (sulfate)	Capsules, hard 300mg
Lamivudine	Tablet 300mg
Abacavir (sulfate)	Tablet 300mg
Zidovudine	Tablet 300mg
Abacavir (sulfate)/Lamivudine/Zidovudine	Tablet 300mg/150mg/300mg
Efavirenz/Emtricitabine/Tenofovir disoproxil fumarate	Tablet 600mg/200mg/300mg
Lamivudine/Zidovudine	Tablet, Film-coated 150mg/300mg
Efavirenz	Tablet, Film-coated 600mg
Tenofovir disoproxil fumarate	Tablet, Film-coated 300mg
Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 300mg/300mg
Emtricitabine/Tenofovir disoproxil fumarate	Tablet, Film-coated 200mg/300mg
Lamivudine/Nevirapine/Zidovudine	Tablet, Film-coated 150mg/200mg/300mg
Lamivudine/Nevirapine/Zidovudine	Tablet, Dispersible 30mg/50mg/60mg
Efavirenz/Emtricitabine/Tenofovir disoproxil fumarate	Tablet, Film-coated 600mg/200mg/300mg
Efavirenz/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 600mg/300mg/300mg
Ritonavir	Tablet, Film-coated 100mg
Lamivudine/Zidovudine	Tablet, Dispersible 30mg/60mg
Ritonavir	Tablet, Film-coated 25mg
Abacavir (sulfate)/Lamivudine	Tablet, Film-coated 600mg/300mg
Dolutegravir (Sodium)	Tablet, Film-coated 50mg
Darunavir (ethanolate)	Tablet, Film-coated 800mg
Darunavir (ethanolate)	Tablet, Film-coated 600mg
Sulfamethoxazole/Trimethoprim	Tablet 400mg/80mg
Sulfamethoxazole/Trimethoprim	Tablet 800mg/160mg
Dolutegravir (Sodium)/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 50mg/300mg/300mg
Flucytosine	Tablet 500mg

Source: [WHO Pre-Qualification list as per 3/23/21](#)

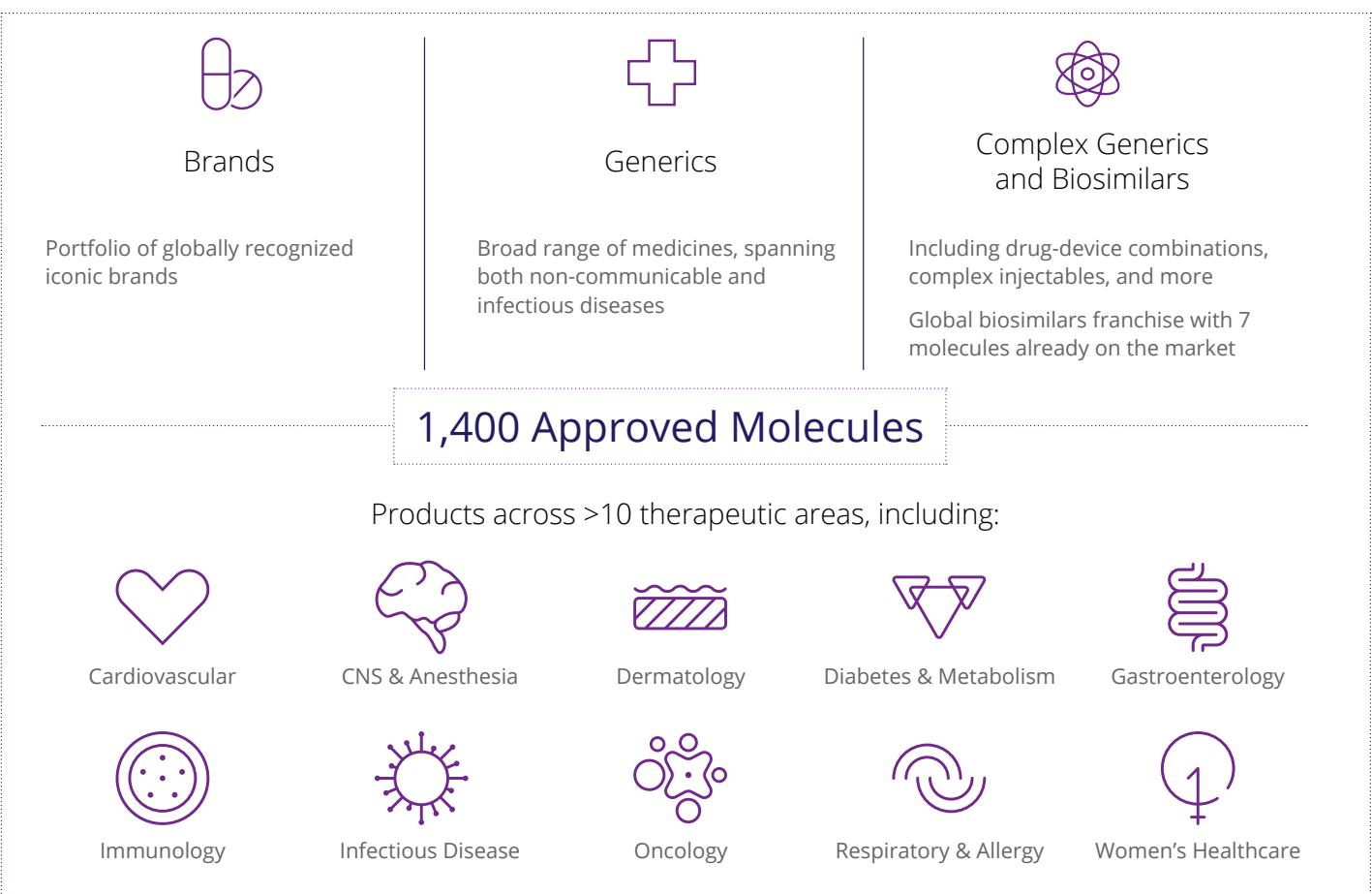
International nonproprietary name (INN)	Dosage form & strength
Lopinavir/Ritonavir	Granules for Oral suspension 40mg/10mg
Efavirenz/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 400mg/300mg/300mg
Efavirenz/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 400mg/300mg/300mg
Dolutegravir (Sodium)/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 50mg/300mg/300mg
Dolutegravir (Sodium)	Tablet, Dispersible 10mg
Lamivudine/Tenofovir disoproxil fumarate	Tablet 300mg/300mg
Efavirenz	Tablet 50mg
Efavirenz	Tablet, Film-coated 100mg
Efavirenz	Tablet 200mg
Oseltamivir (phosphate)	Capsules, hard 75mg
Artemether/Lumefantrine	Tablet 20mg/120mg
Artemether/Lumefantrine	Tablet 40mg/240mg
Ethinylestradiol/Levonorgestrel	Tablet, Sugar coated 30mcg/150mcg
Levonorgestrel	Tablet 1.5mg
Levonorgestrel	Tablet 750mcg
Ethinylestradiol/Levonorgestrel + Placebo	Tablet, Sugar coated 30mcg/150mcg + 0mg
Desogestrel/Ethinylestradiol	Tablet 0.150mg/0.030mg
Ethinylestradiol/Levonorgestrel + Ferrous Fumarate	Ethinylestradiol/Levonorgestrel Tablet + Placebo (Ferrous Fumarate Tablet) 30mcg/150mcg + 75mg
Desogestrel/Ethinylestradiol + Placebo	Desogestrel/Ethinylestradiol Tablet + Placebo Tablet 150mcg/30mcg + 0mcg
Levonorgestrel	Tablet, Film-coated 0.03mg
Medroxyprogesterone acetate	Suspension for injection 150mg
Isoniazid	Tablet 300mg
Moxifloxacin (hydrochloride)	Tablet, Film-coated 400mg
Cycloserine	Capsules, hard 250mg
Isoniazid	Tablet 100mg
Linezolid	Tablet, Film-coated 600mg
Pretomanid	Tablet 200mg
Trastuzumab	Powder for concentrate for solution for infusion 150mg
Trastuzumab	Powder for concentrate for solution for infusion 420mg

Therapeutic Area Legend	Hepatitis	Reproductive Health
	HIV/AIDS	Tuberculosis
	Influenza	Oncology
	Malaria	

Global Manufacturing Network: Global Scale, Local Presence¹

Developed Markets	Emerging Markets	Greater China	JANZ
France (3)	Algeria (1)	China (1)	Australia (1)
Germany (1)	Egypt (1)		Japan (1)
Italy (1)	India (19)		
Ireland (5)	South Africa (1)		
Hungary (1)	Turkey (1)		
U.S (12)	Zambia (1)		

Sustainable, Diverse and Differentiated Portfolio



Related Sources

[?](#) ¹Data as of December 31, 2020 and does not include impact of previously announced global restructuring program

Collaborating to advance sustainable access to medicine

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

COMMERCE ORGANIZATIONS

AMCHAM (American Chamber of Commerce in India)

BCIU (Business Council for International Understanding)

FICCI (Federation of Indian Chambers of Commerce & Industry)

PHARMEXICIL (Pharmaceutical Export Promotion Council)

USIBC (US-India Business Council)

USISPF (US India Strategic Partnership Forum)

U.S. Chamber of Commerce

GLOBAL PUBLIC HEALTH ORGANIZATIONS

U.N. Global Compact

WHO (World Health Organization)

INDUSTRY ASSOCIATIONS

AESEG (Spanish Generic Medicines Association)

APOGEN (Portuguese Association of Generic Medicines and Biosimilars)

AssoGenerici (Italy Association of Generic Medicines and Biosimilars)

BAH (German Medicines Manufacturers' Association)

BG Pharma (Bulgarian Generic Pharmaceutical Association)

BGMA (British Generic Manufacturers Association)

Biosimilars Canada

Biosimilars Forum

BioWV

BOGIN (Netherlands Association for Biosimilars and Generic Medicines)

CGPA (Canadian Generic Pharmaceutical Association)

Council for Healthcare and Pharma Front

EFPIA (European Federation of Pharmaceutical Industries and Associations)

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

FOPE (Federation of Pharma Entrepreneurs)

GEMME (French Generics-maker Association)

GBMA (Australia Generic and Biosimilar Medicines Association)

GENAS (Slovak Association of Generic producers)

IDMA (Indian Drug manufacturers Association)

IGBA (International Generic and Biosimilar Medicine Association)

IGL (Danish Generic and Biosimilars Medicines Industry Association)

Ihoken (Medical Insurance System Study Conference)

Medicines Association

JBSA (Japan Biosimilar Association)

JGA (Japan Generic Medicines Association)

KPIA (Kansai Pharmaceutical Industries Association)

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

Medaxes (Belgian Association of Pharmaceutical Companies)

Medicines for Europe

Medicines for Ireland

Neprofarm (Dutch association representing manufacturers of selfcare products)

NZSMI – New Zealand Self-Medication Industry

Pharmig (Austrian Pharmaceutical Industry Association)

Prognerika (German Generic Association)
SINFAR (Union of Pharmacists)

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

Yueki (The Intravenous Solutions Society)
Chinese Stroke Association

INFECTIOUS DISEASE PARTNERS

Bill & Melinda Gates Foundation

Clinton Health Access Initiative

GBCHealth

Gilead Sciences

Global Fund to Fight AIDS, TB, and Malaria

International AIDS Society

OPTIMIZE Consortium

Otsuka

UNAIDS
President's Emergency Plan for AIDS Relief (PEPFAR)

St. Stephen's AIDS Trust

TB Alliance

UNITAID

ViiV Healthcare

Health Matters Initiative, CHAI

MANUFACTURING ASSOCIATIONS

Alliance for Global Pharmaceutical Serialization

AMR Industry Alliance

CII (Confederation of Indian Industries)

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

Global Pharmaceutical Manufacturing Leadership Forum

ISPE (International Society for Pharmaceutical Engineering)

BaH (German Medicines Manufacturers' Association)
Pharmaceutical Manufacturers Association of Tokyo (PMAT)

PRODUCT ASSOCIATIONS

AESGP (Association of the European Self Medication Industry)

Consumer Healthcare Products Association

Consumer Health Products Canada

WSMI (World Self Medication Industry)

PROFESSIONAL ORGANIZATIONS

Canadian Association of Professionals in Regulatory Affairs (CAPRA)

Regulatory Affairs Professional Society (RAPS)

PPSWG (Pharmaceutical Product Stewardship Working Group)

American College of Cardiology

World Psychiatric Association (WPA)

QUALITY AND REGULATORY AUTHORITIES

Drug Information Association (DIA)

FDA Alumni Association and Alliance for Stronger FDA

FDA Drug Shortage Committee

GDUFA/BSUFA Implementation/Negotiation Teams

ICH (International Council for Harmonisation)

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

Pharmaceutical Science Group (PSG)

PDA (Parenteral Drug Association)

USP (United States Pharmacopeia)

WOMEN'S HEALTH

United Nations Population Fund

U.N. Every Woman Every Child initiative

PHILANTHROPY PARTNERS/

PRODUCT DONATIONS

Dispensary of Hope

Americares

Direct Relief

Stanford University's Global Center for Gender Equality

COUNTRY AND STATE GOVERNMENT PARTNERS/PROGRAMS

India's National Viral Hepatitis Control Program

National Health Commission

MEDIA/TECHNOLOGY/DATA ANALYSIS

Health News

MinaCare

Now Sail Campaign

NCD PARTNERS

NCD Alliance (NCDA)

Asia Pacific Economic Cooperation (APEC) Mental Health Hub

The World Organization of Family Doctors (WONCA)

Affordable Cancer Care Program

ASIA Clinical Networks/HOPE & CRISP Network

For Your Heart Partnership

China Public Health Education Media Program (CHEER)

EM NCD Think Tank

Tata Memorial Centre Affordable Care Project
The NCD Academy

World Heart Federation

i-Manage

C3 Collaborating for Health

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

Project chAnGE

Cardiovascular Health Union of China

NATIONAL/REGIONAL GOVERNMENTAL ORGANIZATIONS

Egypt's Taha Misr

European Commission

EDUCATIONAL INSTITUTIONS

Duke-National University of Singapore

NYU Abu Dhabi

INDUSTRY PARTNERS

Atomo Diagnostics

Biocon

Lupin Phra Ltd

Mapi Pharma Ltd

Natco

Gilead

Kindeva

Synthon

Otsuka

Theravance Biopharma

Revance

Fujifilm Kyowa Kirin Biologics

GRI CONTENT INDEX and SASB & TCFD REFERENCE

GRI 102: GENERAL DISCLOSURES*

Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Organizational Profile				
102-1	Name of the organization	Viatris Inc.		
102-2	Activities, brands, products, and services	p. 12-13, 66-68, 96-97 2020 Form 10-K		
102-3	Location of headquarters	2020 Form 10-K		
102-4	Location of operations	p. 97 2020 Form 10-K	8	
102-5	Ownership and legal form	p. 94 2020 Form 10-K		
102-6	Markets served	p. 4 2020 Form 10-K	3	
102-7	Scale of the organization.	p. 4-5, 68, 79, 97 2020 Form 10-K		
102-8	Information on employees and other workers	p. 79 A significant portion of Viatris' activities are performed by workers who are employees.	6	
102-9	Supply chain	p. 70, 74-75, 92-94 2020 Form 10-K		
102-10	Significant changes to the organization and its supply chain	p. 55 2020 Form 10-K		
102-11	Precautionary Principle or approach	p. 43-47, 83		
102-12	External initiatives	p. 4, 9, 44-45, 86, 98-99		
102-13	Membership of associations	p. 26, 29, 44, 98-99		
Strategy				
102-14	Statement from senior decision-maker	p. 7-9		
102-15	Key impacts, risks and opportunities	p. 12-13, 88		
Ethics and Integrity				
102-16	Values, principles, standards, and norms of behavior	p. 2 Viatris' Mission Viatris' Code of Business Ethics and Conduct	16	2, 5 & 10
102-17	Mechanisms for advice and concerns about ethics	p. 90-92 Viatris' Code of Business Ethics and Conduct		
Governance				
102-18	Governance structure	2020 Form 10-K		
102-20	Executive-level responsibility for economic, environmental and social topics	p. 11, 69, 72, 73, 78, 80, 82		
102-21	Consulting stakeholders on economic, environmental and social topics	p. 11, 71, 75		
102-22	Composition of the highest governance body and its committees	2020 Form 10-K Viatris' Leaders Viatris' Corporate Governance		

GRI 102: GENERAL DISCLOSURES* CONT'D

Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Stakeholder Engagement				
102-40	List of stakeholder groups	Community Customers Employees Partners Patients Shareholders		
102-41	Collective bargaining agreements	p. 78 Viatris recognizes and respects the rights of employees to representation and collective bargaining. We currently do not keep companywide records on the percentage of employees covered by collective bargaining agreements.	3	
102-42	Identifying and selecting stakeholders	p. 11		
102-43	Approach to stakeholder engagement	p. 11		
102-44	Key topics and concerns raised	p. 11		
Reporting Practices				
102-45	Entities included in the consolidated financial statements	2020 Form 10-K		
102-46	Defining report content and topic Boundaries	In early 2021, we completed a formal priority issue assessment to confirm our CSR priorities based on the topics of highest importance to the company and key stakeholders. We identify where impacts occur for each priority topic in the Topic Boundary section (GRI 103) of the GRI Index.		
102-47	List of material topics	Topic Boundary section (GRI 103) of the GRI Index, p. 102		
102-48	Restatements of information	p. 81, 84-86		
102-49	Changes in reporting	We identified three new priority issues this year, which are represented in this report. The information covered in this report does not significantly differ from previous report coverage.		
102-50	Reporting period	Jan. 1, 2020 - Dec. 31, 2020		
102-51	Date of most recent report	May 5, 2020		
102-52	Reporting cycle	Annual		
102-53	Contact point for questions regarding the report	Should you have questions or feedback, please contact us at CSR@Viatris.com .		
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.		
102-55	GRI content index	p. 100-104		
102-56	External assurance	Viatris' 2020 Sustainability Report has not been assured by a third party. Our reporting to the 2020 CDP Climate Change and Water Security Programs was verified by an external party.		

*Viatris' 2020 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report.

GRI CONTENT INDEX and SASB & TCFD REFERENCE

GRI 103: TOPICS AND TOPIC BOUNDARIES*

Viatris' Priority (Material) Topics	Management Approach Cross-Reference	Relevant External Entities
Economic		
GRI 203: Indirect Economic Impacts 2016	p. 18, 21-32, 48-55, 58-63	Communities, Customers, Patients
Environment		
GRI 305: Emissions 2016	p. 45-46, 83-84	Communities, Customers, Governments, Shareholders
GRI 308: Supplier Environmental Assessment 2016	p. 44, 92-94	Customers, Shareholders, Partners
Social		
GRI 402: Labor/Management Relations 2016	p. 35, 78	Communities, Governments, Shareholders
GRI 403: Occupational Health and Safety 2018	p. 16, 40, 80-81	N/A
GRI 404: Training and Education 2016	p. 39	N/A
GRI 405: Diversity and Equal Opportunity 2016	p. 38	Communities, Customers, Patients, Shareholders
GRI 414: Supplier Social Assessment 2016	p. 44, 92-94	Customers, Shareholders, Partners
GRI 416: Customer Health and Safety 2016	p. 21, 71-76	Communities, Customers, Governments, Patients, Shareholders

*Viatris' 2020 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatris applied the 2018 version of the GRI standards 303 and 403.

GRI 200-400: TOPIC-SPECIFIC DISCLOSURES*

Topics	Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
Economic					
GRI 201: Economic Performance 2016**	201-1	Direct economic value generated and distributed	2020 Form 10-K		
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	p. 57-62	1	
	203-2	Indirect economic impacts	p. 21-32	3	
GRI 205: Anti-corruption 2016**	205-2	Communication and training about anti-corruption policies and procedures	p. 90-92	16	10
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2020 Form 10-K	16	10
Environmental					
GRI 302: Energy 2016**	302-4	Reduction of energy consumption	p. 46, 84	12 13	8, 9
GRI 303: Water and Effluents 2018**	303-1	Interactions with water as a shared resource	p. 45, 85	6 12	8
	303-2	Management of water discharge-related impacts	p. 45, 85	6 12	8
	303-3	Water withdrawal	p. 86	6 12	8
	303-4	Water discharge	p. 86	6 12	8
GRI 305: Emissions 2016	305-1	Scope 1 GHG emissions	p. 84	12 13	7, 8
	305-2	Scope 2 GHG emissions	p. 84	12 13	7, 8
	305-5	Reduction of GHG emissions	p. 46, 84	12	7, 8, 9

GRI 200-400: TOPIC-SPECIFIC DISCLOSURES* CONT'D

Topics	Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
GRI 306: Effluents and Waste 2016**	306-2	Waste by type and disposal method	p. 46, 85	12	8
	306-3	Significant spill	p. 85	12	
GRI 307: Environmental Compliance 2016**	307-1	Non-compliance with environmental laws and regulations	No significant fines and nonmonetary sanctions for noncompliance with environmental laws and/or regulations in 2020.	12	
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	All suppliers must abide by our Supplier Code of Conduct, which includes environmental requirements.	12	7, 8, 9
Social					
GRI 401: Employment 2016**	401-1	New employee hires and employee turnover	p. 79	8	6
	401-2	Full-time benefits not provided to temporary/part-time employees	Viatris' Careers		
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	p. 36-37 Minimum notice periods regarding operational changes impacting employees, including continued employment, vary across the company, as determined by legislation, local and regional policies and practices, individual employment contracts, and collective bargaining agreements, as applicable.	8	
GRI 403: Occupational Health and Safety, 2018	403-1	Occupational health and safety management system	p. 80-82 Global Public Health and Safety Policy	3 8	
	403-2	Hazard identification, risk assessment and incident investigation	p. 80-81 Global Public Health and Safety Policy	3 8	
	403-3	Occupational health services	p. 80-81		
	403-4	Worker participation, consultation, and communication on occupational health and safety	p. 41, 81		
	403-5	Worker training on occupational health and safety	p. 81		
	403-6	Promotion of worker health	p. 40 Viatris' Code of Business Ethics and Conduct Corporate Social Responsibility	3 8	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 93-94 Global Public Health and Safety Policy		
	403-9	Work-related injuries	p. 81	8	

GRI CONTENT INDEX and SASB & TCFD REFERENCE

GRI 200-400: TOPIC-SPECIFIC DISCLOSURES* CONT'D

Topics	Disclosure	Description	Cross-Reference or Answer	SDG	UNGC Principle
GRI 404: Training and Education 2016**	404-1	Average hours of training per year per employee	p. 39		
	404-2	Programs for upgrading employee skills and transition assistance programs	p. 39 Viatis' Careers	8	
	404-3	Percentage of employees receiving regular performance and career development reviews	p. 39		6
GRI 405: Diversity and Equal Opportunity 2016**	405-1	Diversity of governance bodies and employees	p. 79	5	6
GRI 412: Human Rights Assessment 2016**	412-2	Employee training on human rights policies or procedures	p. 95		1, 2, 3, 4, 5
GRI 413: Local Communities 2016**	413-1	Operations with local community engagement, impact assessments, and development programs	p. 54-62		1
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	All suppliers must abide by our Supplier Code of Conduct, which includes social requirements.	8	1, 2, 3, 4, 5, 6, 10
GRI 415: Public Policy 2016	415-1	Political contributions	p. 94	16	10
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	p. 68-74 As part of our PV program, all products are monitored and assessed for safety impact on an ongoing basis.	3 12	
GRI 417: Marketing and Labeling 2016**	417-1	Requirements for product and service information and labeling	p. 90	3 12	

*Viatis' 2020 Sustainability Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report. However, Viatis applied the 2018 version of the GRI standards 303 and 403.

**Additional disclosures not related to material GRI topics.

Task Force on Climate-related Financial Disclosures

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

TCFD thematic area	Location of relevant information
Governance	p. 82-83
Strategy	p. 83-84
Risk Management	p. 83, 88
Metrics and Targets	p. 84

Sustainability Accounting Standards Board: Biotechnology & Pharmaceuticals Sustainability Accounting Standard

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

SASB code	Metric details	Cross-Reference or Answer	
Topic: Safety of Clinical Trials			
HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	p. 72-74	
Topic: Access to Medicine			
HBP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	p. 21-32, 51, 54-55, 68	
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	p. 68, 96	
Topic: Affordability and Pricing			
HC-BP-240b.2	Percentage change in: (1) average list price (2) average net price across U.S. product portfolio compared to previous year	We currently do not report this indicator, but relevant information is provided on p. 50 and 88.	
HC-BP-240b.3	Percentage change in: (1) list price (2) net price of product with largest increase compared to previous year	We currently do not report this indicator, but relevant information is provided on p. 50 and 88.	
Topic: Drug Safety			
HC-BP-250a.3	Number of recalls issued, total units recalled	We currently do not report this indicator, but relevant information is provided on p. 72.	
Topic: Counterfeit Drugs			
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	p. 73-74	
Topic: Employee Recruitment, Development & Retention			
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	p. 36-41	
(1) Voluntary and (2) involuntary turnover rate for:			
HC-BP-330a.2	(a) executives/senior managers (b) midlevel managers	(c) professionals (d) all others	p. 79
Topic: Supply Chain Management			
HC-BP-510a.2	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	p. 68-75, 92-94	
Topic: Business Ethics			
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	p. 90	
Topic: Activity Metrics			
HC-BP-000.A	Number of patients treated	p. 5, 21-32, 68	
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	p. 4, 68	

Forward Looking Statement

This document contains "forward-looking statements". These statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements may include, without limitation, statements about the combination of Mylan N.V. ("Mylan") with Pfizer's off-patent branded and generic established medicines business (the "Upjohn Business") in a Reverse Morris Trust transaction, after which the combined company was renamed Viatris ("Combination"), 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;
- the possibility that the Company may be unable to successfully integrate Mylan and the Upjohn Business or implement its global restructuring program;
- operational or financial difficulties or losses associated with the Company's reliance on agreements with Pfizer in connection with the Combination, including with respect to transition services;
- the possibility that the Company may be unable to achieve all intended benefits of its strategic initiatives;
- the potential impact of public health outbreaks, epidemics and pandemics, including the ongoing challenges and uncertainties posed by the COVID-19 pandemic;
- the Company's failure to achieve expected or targeted future financial and operating performance and results;
- actions and decisions of healthcare and pharmaceutical regulators;
- changes in relevant laws and regulations, including but not limited to changes in tax, healthcare and pharmaceutical laws and regulations globally;
- 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 U.S. GAAP and related standards or on an adjusted basis.

For more detailed information on the risks and uncertainties associated with Viatris, see the risks described in Part I, Item 1A in Viatris' Annual Report on Form 10-K for the year ended December 31, 2020, and our other filings with the SEC. You can access Viatris' filings with the SEC through the SEC website at www.sec.gov or through our website and Viatris strongly encourages you to do so. Viatris routinely posts information that may be important to investors on our website at investor.viatris.com, and we use this website address as a means of disclosing material information to the public in a broad, non-exclusionary manner for purposes of the SEC's Regulation Fair Disclosure (Reg FD). Other than as required by law, Viatris undertakes no obligation to update any statements herein for revisions or changes after the date of this document, which is May 6, 2021.

Empowering people worldwide to live healthier at every stage of life

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