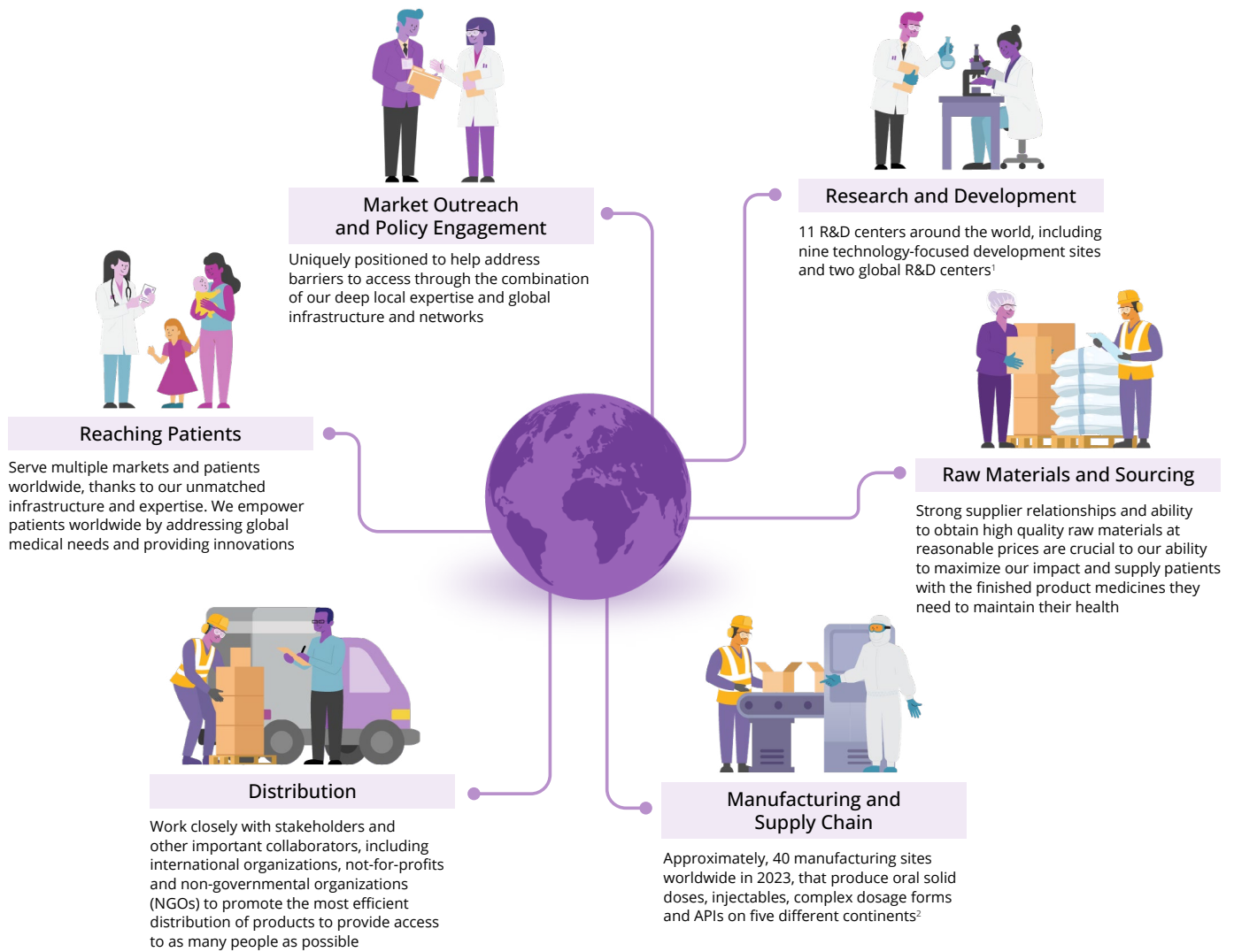


Our Key Steps in Building Access at Scale



Research and Development

Viатris' portfolio comprises ~1,400 approved molecules across a wide range of key therapeutic areas, including globally recognized iconic and key brands, generics and complex generics. We are building on this broad and diverse portfolio, leveraging our deep in-house development capabilities to develop more complex and novel products, providing greater opportunities to address gaps in care where others may not focus. Key components of our product development and portfolio management include:

- addressing unmet needs by pursuing more complex and novel products;
- addressing unmet medical needs by enhancing existing products; diligently pursuing generics opportunities;
- seeking to expand access through new product submissions; and
- diligently pursuing additional regional pipeline opportunities.

We have 11 research and development centers around the world, including nine technology-focused development sites and two global R&D centers.¹ We develop products designed to meet the needs of patients across geographies and income bands and seek to use our unique development expertise to address challenges that are limiting access, within and between countries.

Raw Materials and Sourcing

The active pharmaceutical ingredients (API) and other materials we use in our manufacturing operations are sourced and purchased from third parties or produced internally. Our strong supplier relationships and ability to obtain high-quality raw materials at reasonable prices are crucial to our ability to maximize our impact and supply patients with the medicines they need to maintain their health. As part of de-risking and further building resiliency, we continue to build strong supplier relationships and apply sustainable sourcing practices. As part of upholding geographic diversification and flexibility, about 45% of our API comes from India and China, and the rest originates from North America, Europe and Emerging Markets.

We have about 500 third parties across more than 680 locations that enhance our internal capacity and capabilities. Viatris' top 100 products are supplied by more than 150 locations from over 30 countries:

- Many products registered at multiple sites offer risk mitigation and flexibility to meet demand
- 50% of our top 100 products are dual sourced for API and/or finished products
- Over 150 locations in more than 20 countries supply API for our top 100 products

Manufacturing and Supply Chain

Our platform combines what we believe to be best-in-class manufacturing and supply chain capabilities. In 2023, Viatris operated approximately 40 manufacturing sites worldwide that produce oral solid doses, injectables, complex dosage forms and APIs on five different continents.² Our global, flexible and diverse supply chain is designed to mitigate risks of disruption and ensure supply reliability. Our responsive global network has helped us maintain a reliable supply of much-needed medicines throughout times of significant demand volatility. Viatris has Supply Chain colleagues in more than 55 countries around the world, monitoring demand and supply daily. They look out over a 24-month horizon to preempt and circumvent supply gaps, collaborating with markets and manufacturing plants on cross-functional action plans.

In 2023, we sold more than 80 billion doses across more than 165 countries and territories and had a global customer service level of 90%. Protecting patients' and consumer health by ensuring the quality and safety of our products is at the heart of how we operate across our network.

Every step of our development, manufacturing and monitoring processes – from product development and sourcing of raw

materials to producing and distributing finished dosage forms – is grounded in this commitment to protect patients and consumer health. All our operations are supported by robust global quality systems and standards and processes which are designed to protect product quality and patient safety and compliance with Current Good Manufacturing Practice (cGMP). We work systematically to minimize our environmental impact and protect the health and safety of our colleagues while safeguarding a reliable supply of medicine.

Distribution

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

Reaching Patients

We build access at scale through our extensive and diverse portfolio of medicines, meeting nearly every health need, a one-of-a-kind global supply chain designed to reach more people with health solutions when and where they experience need. In 2023, we supplied high-quality medicines to ~1 billion patients around the world³ and sold more than 80 billion doses of medicine across more than 165 countries and territories, reaching more than 90% of LMICs.

Market Outreach and Policy Engagement

As a truly global healthcare company, we are committed to serving patients with different needs, across different geographies within different healthcare systems. We are uniquely positioned to help address barriers to access through the combination of our deep local expertise and global infrastructure and networks. We work to advance access to quality medicines, strengthen resilient global supply and build systems designed to enable future access. We champion policies advancing greater efficiency of regulatory systems, creating policy environments that help grow access and supporting long-term market viability and global supply networks to tackle the root causes of supply disruption. We manage our products and healthcare solutions on a geographic basis worldwide and engage with physicians, pharmacists, insurers, payers, policy and regulatory leaders and related organizations across the globe. These interactions are governed by Viatris' policies and processes, resting on well-established regulations, ethical standards and robust processes.

For more information, read the [Viatris 2023 Sustainability Report](#). [Learn how](#) a global supply chain connects people with medicines.

¹ Reflects Viatris' anticipated post-divestiture business, after taking into account the impact of all closed and pending divestitures.

² Following the anticipated closing of the API divestiture in 2024, the company will operate approximately 30 manufacturing sites worldwide.

³ The number of patients served is an estimate calculated using internal sales data (global volume of doses sold in 2023 in all markets as aligned with IQVIA standard units), divided by estimated per patient usage, which is based on treatment dose, treatment duration, and treatment adherence as estimated by Viatris Medical Affairs based on approved label indication and instructions for use, current international guideline recommendations, and common usage in clinical practice. Patients using multiple Viatris medicines may be counted as multiple patients. Certain adjustments were applied in consideration of pending and completed vestitures and to account for acceptable alternatives to the patient usage factors noted above, and rounded to the nearest hundred million. Estimates may be subject to reassessment.



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