Building Sustainable Access at Scale

2025 Sustainability Report

VIATRIS™

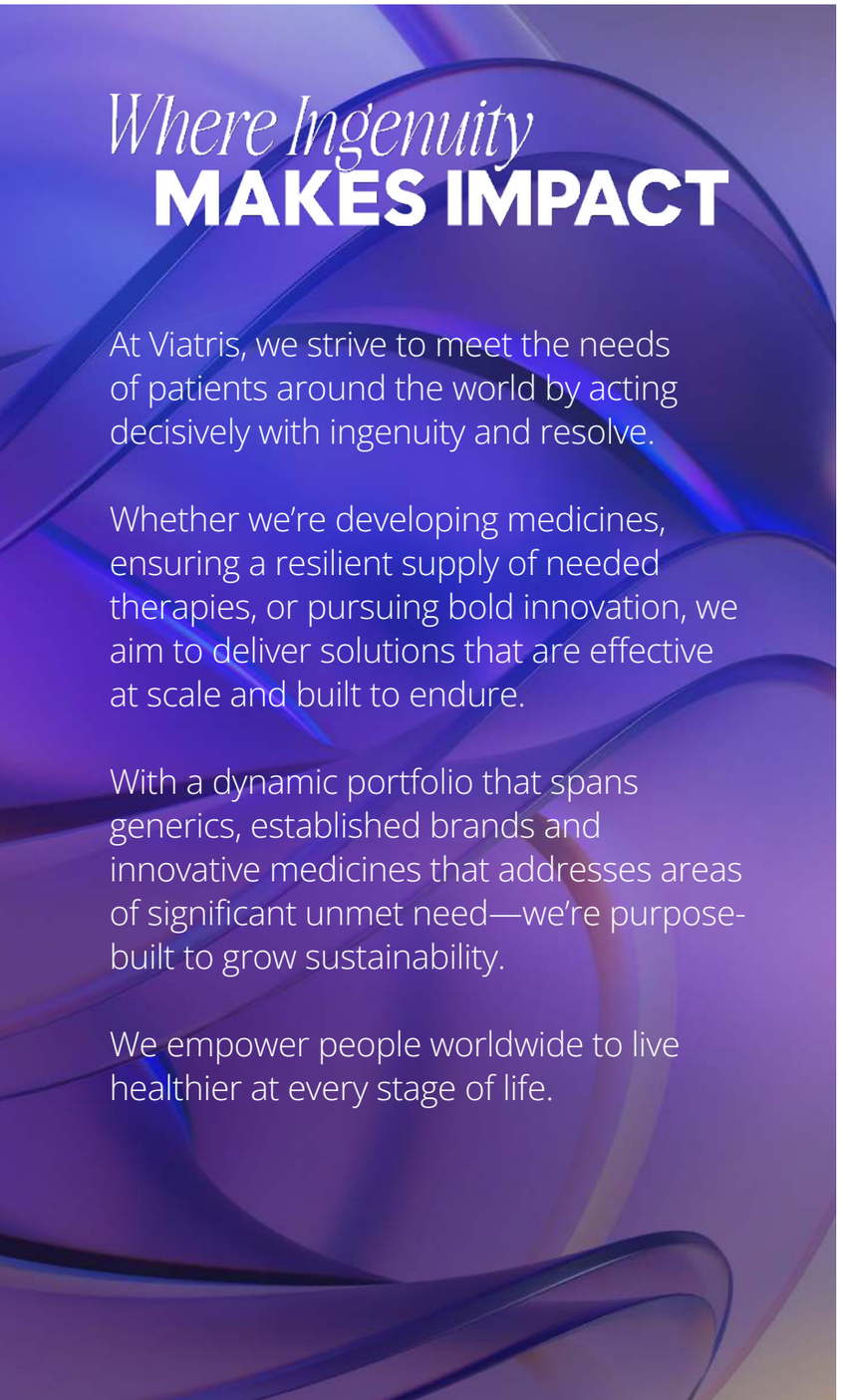


Table of Contents

Introduction

Working to Make a Difference

Management Disclosure and Performance Data

Appendix

About this Report

Viatris supports the U.N. Sustainable Development Goals (SDGs). The 17 SDGs launched in 2015 serve as a roadmap for a more sustainable and inclusive future. With the target year of 2030 for achieving the SDGs, there remains substantial work to be done, including in the area of advancing global health. We intend to apply and leverage our unique capabilities, manage inherent risks and be a reliable partner. We are especially well positioned to support progress toward SDG 3: To Ensure Healthy Lives and Promote Well-Being for All at All Ages. We have scientific, manufacturing and distribution capabilities, deep expertise and a wide-ranging commercial platform that extends to more than 165 countries and territories.

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

SDGs Especially Relevant to Viatris

Viatris is a global healthcare company, and access is fundamental to our mission. It begins with our ability to sustainably deliver high-quality medicines to people, regardless of geography or circumstance. We work to continuously advance responsible and sustainable practices and operations.

Through this publication, we present our work and progress across key topics in 2025. We describe our approach to actions and initiatives across multiple areas of focus supporting our efforts to be a model for sustainable access to medicine and to make a difference in the communities we serve. In addition to describing work and progress during the calendar year 2025, the report also includes some updates from early 2026. The report contains three main sections:

- Introduction to Viatris
- Areas in which we strive to make a difference
- Management disclosure and performance data

We are committed to providing key stakeholders with information relevant to their interactions with Viatris through our annual sustainability reporting. This report references the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) standards for Biotechnology & Pharmaceuticals and provides disclosure in accordance with the Task Force on Climate-related Financial Disclosures (TCFD).

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

Certain subsidiaries are also subject to statutory sustainability reporting in the European Union (EU), following the EU Non-Financial Reporting Directive (EU NFRD). This report, together with Viatris' statutory filings, is intended to fulfill our applicable reporting requirements. The information contained in this report reflects work and progress from Jan. 1, 2025, to Dec. 31, 2025, unless otherwise noted.

WE SUPPORT UN GLOBAL COMPACT

Reporting on other matters specific to the financial performance of Viatris Inc. and our subsidiaries can be found in our periodic reports and filings with the U.S. Securities and Exchange Commission (SEC), including our most recent Annual Report on Form 10-K filed with the SEC on Feb. 26, 2026.

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.

5 Years Forward

In our first five years, Viatris has built a strong foundation to help meet the needs of patients and communities around the world. Viatris was formed through the combination of Mylan and Upjohn in November 2020, as a global healthcare company uniquely positioned to bridge the traditional divide between generics and brands, combining the best of both to more holistically address healthcare needs globally. We have strategically reshaped into a more focused global healthcare company with a diverse portfolio of generics, established brands and innovative brands. We have built a robust late-stage pipeline, expanded in global markets including China, made targeted acquisitions to enter new therapeutic areas and advanced on our commitment to sustainability. View some of the highlights of our five-year journey below.

VIATRIS™

2020

Viatris is formed through the combination of Upjohn and Mylan

>80 billion doses sold in >165 countries and territories; 94% of doses sold are in low- and lower-middle income countries

Launched pretomanid in partnership with TB Alliance. Pretomanid, approved for adults with multi-drug resistant tuberculosis (TB), is the third new anti-TB drug approved in the past half-century

2021

Worked to ensure business continuity and support employees worldwide amid the ongoing COVID-19 pandemic

Named to Fortune's Change the World list

~500 million doses of medicine donated

Set initial sustainability goals, including in areas of access and health, climate, water and waste

2022

~1 billion patients served

The Science Based Target Initiative independently assessed and approved our near-term science-based greenhouse gas emissions reduction targets

2023

Named to USA Today's inaugural list of America's Climate Leaders for 2023 for companies that have demonstrated the greatest reduction in emissions intensity

Provided more than $1 million to humanitarian relief partners via corporate philanthropy donations

2024

Provided products that address the top 10 of the WHO's leading causes of death globally

Earned three British Standards Institute Kitemark Certifications under the AMR Industry Alliance Manufacturing Standard

Named to TIME's World's Most Sustainable Companies 2024 List

2025

Expanded our innovative portfolio in cardiovascular diseases in the United Arab Emirates

Received approval of the first generic iron sucrose injection in the U.S.

Advanced several important Phase 3 programs

Named to Forbes' World's Best Employers list for the fifth year in a row, certified as a Great Place to Work in multiple countries and recognized among Fortune's World's Best Workplaces for 2025

5 Years of Access

Viatris works to create sustainable access to medicine by delivering quality medicines at scale to people, regardless of geography or circumstance, through our extensive portfolio of medicines, a global, flexible and agile supply chain, and scientific expertise. Since the founding of Viatris in 2020, we have strengthened our approach through targeted initiatives and cross-sector collaborations. See below how our efforts over the last five years have contributed to helping provide access to medicine across the world.

Supplied >420 billion doses of medicine

~115 billion doses of medicine on the WHO Essential Medicines List (EML)

~3,550 global product approvals

~3,900 regulatory filings, including ~1,800 individual market submissions for Emerging and Expansion markets

In India, provided TB screening for >1.5 million people

Helped enable treatment access for >300,000 patients living with drug-resistant TB globally[1]

Sources

[1]November 2019 to January 2026

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:

Leadership

Advancing sustainable operations and innovative solutions to stand as a source of stability for evolving healthcare needs

Access

Providing trusted, best-in-class medicines to communities, when and where they need them

Partnerships

Working together with organizations who share our passion to improve global health and wellbeing

Viatris in 2025: ~1B Patients Reached Annually[1] ~1,300 Approved Molecules >70B Doses of Medicine Sold >165 Countries & Territories Served

Access and Global Public Health

- Supplied more than **260 medicines** on the WHO EML, representing **approximately 50%** of the total list
- Provided **products that address the top 10** leading causes of death globally as determined by the WHO

Our People

- More than **30,000 colleagues** with industry leading expertise across multiple disciplines
- **100% of colleagues** globally with access to wellbeing and mental health resources

Environment

- **Achieved our initial goal** to complete water risk assessments for locations in high or extremely high water stress areas as identified by the World Resources Institute
- **Across our network, 17 sites** have achieved a status of zero-waste landfill, exceeding our goal

2025 Total Revenue: $14.3 Billion

- A Global Generics Portfolio
- Established and Iconic Brands
- Value-added and Innovative Medicines

Recognitions

Forbes WORLD'S BEST EMPLOYERS POWERED BY statista 2025

WORLD'S BEST WORKPLACES Great Place To Work. 2025

TIME WORLD'S MOST SUSTAINABLE COMPANIES statista 2025

Community

- Donated more than **120 million doses of medicines** for humanitarian and emergency relief efforts through our partners around the world
- Supported partners including Americares, SBP, the American Red Cross, Save the Children and Direct Relief

Sources

[1]The number of patients served is an estimate calculated using internal sales data (global volume of doses sold in 2025 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 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.

A Message From Our CEO

Building Upon Our Strong Foundation to Advance Access for Patients

In 2025, Viatris marked its five-year anniversary, an important milestone to reflect on how far we've come and, more importantly, where we're headed.

In a short time, we have built upon our strong foundation, strengthened our capabilities and positioned Viatris for a more impactful future built on execution, integrity, collaboration and a shared mission. At the center of our work is a clear purpose: to provide high-quality medicines to patients around the world. In 2025, we reached approximately 1 billion patients and played a relevant role in supporting healthcare systems and societies across the globe.

Looking ahead, we will continue to focus on operating responsibly and working to further advance sustainable practices across our business. This includes remaining committed to the UN Global Compact principles on human rights, labor, the environment and anti-corruption.

We continue to make meaningful progress in three key areas: expanding access to medicines, supporting our people and reducing our environmental impact.

Delivering on our mission to empower people worldwide to live healthier at every stage of life means we are continually working to address unmet medical needs. In 2025, we demonstrated the strength of our scientific and regulatory capabilities. We advanced our pipeline with five positive Phase 3 data readouts across several therapeutic areas including pain, ophthalmology, women's health and mental health. We also expanded our innovative cardiovascular portfolio with the approval of Inpefa® (sotagliflozin) in the United Arab Emirates, and we added to our robust complex injectables portfolio with the first FDA approval of a generic iron sucrose.

Our progress is driven by the ingenuity of our colleagues. In 2025, Viatris was certified as a Great Place to Work in more than 50 countries and recognized among Fortune's World's Best Workplaces, as well as Forbes' annual list of the World's Best Employers for the fifth year in a row. These recognitions reflect our commitment to a culture where people can do meaningful work and perform at their best.

We also honored our commitment to reducing our environmental impact while working to uphold a reliable supply of medicine. We made significant progress on our water and waste goals and our work to reduce GHG emissions in our supply chain, and were named to Time Magazine's World's Most Sustainable Companies 2025 for the second consecutive year.

Importantly, we also completed our enterprise-wide strategic review in 2025, positioning us to become a more focused, efficient and future-ready organization. By sharpening our priorities and aligning resources accordingly, we are driving our base business, fueling our innovative portfolio and modernizing for sustainable growth.

I want to thank our colleagues around the world for their commitment and tireless efforts to make a positive impact for patients. Because of their work, Viatris is entering its next chapter stronger, more focused and better positioned to deliver on our mission and continue improving access to medicines.

Scott A. Smith
Chief Executive Officer, Viatris

A Message From Our Chair of the Board

Viatris continues to work closely with partners around the world to leverage our collective capabilities and help address the complex challenges facing healthcare systems today. Through these collaborations, we are making meaningful contributions to improving access to medicines and supporting better health outcomes for patients globally.

In many ways, 2025 was a pivotal year for Viatris. It marked our five-year anniversary and the completion of our enterprise-wide strategic review that will help guide the company's next phase of growth. We also saw important progress in our pipeline, further strengthening our ability to address unmet medical needs.

As Chair of the Board, I am proud of Viatris' strong foundation and clear sense of purpose. The Board remains focused on management's execution of the company's strategy and the continued advancement of responsible and sustainable business practices.

On behalf of the Board, I want to thank all of Viatris' colleagues for their dedication. Their efforts are essential to delivering on our mission, improving access to medicines for patients and positioning Viatris for continued impact in the years ahead.

Melina Higgins
Chair of the Board of Directors, Viatris

Advancing Sustainability at Viatris

A Message From Our Head of Global Sustainability

At Viatris, our ability to deliver access to a broad portfolio of medicines while also working with our partners to strengthen healthcare systems worldwide is fundamental to our purpose and our contribution to society.

In 2025, communities across the world continued to face complex and interconnected challenges in the collective pursuit of more inclusive and sustainable development. Healthcare systems remain under increasing strain and persistent inequities in access to care and health outcomes require coordinated, multi-stakeholder solutions. As a signatory to the UN Global Compact, we recognize the important role companies play in working alongside governments, civil society and communities to advance meaningful progress.

Our global supply chain, with its scale, flexibility and well-established efficiencies, sets a strong model for helping to ensure reliable access to medicines for patients around the world. No country can produce every medicine it needs, and no medicine is made in every country. While there is increasing focus on localization across geographies, we believe localization risks unintended negative consequences to reliable access. Our ability to shift suppliers and reallocate resources across geographies allows us to provide timely supplies and respond to disruptions and help fill supply gaps when needed.

Viatris in 2025

Viatris approaches the opportunity to help address unmet medical needs and affect human health with a strong sense of responsibility. Health is central to human and societal development, and we work diligently to strengthen our position as a trusted partner. In 2025, we sold more than 70 billion doses of medicine in more than 165 countries and territories, reaching more than 90% of low- and lower-middle-income countries (LMICs) and 85% of the countries defined as Access Countries by the Access to Medicine Foundation. We did all of this while upholding a global customer service level of 92%.

Our work to further advance sustainable operations and responsible practices is grounded in collaboration, multi-functional expertise and a strong desire for continuous improvement. We remain focused on creating long-term value for our stakeholders, recognizing that our actions impact the communities we serve and depend upon.

Progress on Our Goals

In support of our efforts to supply medicines and build stronger healthcare systems, we set two initial goals in access and health.

- Our first goal was to provide antiretroviral (ARV) therapy equivalent to a total of 30 million patients, including more than 2 million children living with HIV/AIDS, between 2022 and the end of 2025.

Over this period, we worked diligently to not only help provide new and improved treatments for adults and children with diagnosis, but also to expand access to prevention and testing. Despite experiencing supply disruptions during this time, we came close to achieving our goal by providing treatment to more than 28.1 million patients including more than 1.8 million children. We also worked in parallel on initiatives to help improve early diagnosis and treatment access, and to reduce stigma.

- Our second goal was to impact 100 million patients via healthcare professional (HCP) education and outreach regarding prevention, diagnosis and treatment options for cardiovascular disease, diabetes, cancer and other important chronic conditions to improve outcomes through the NCD Academy by the end of 2025.

Healthcare workers, especially those in primary care, are essential to improving health and wellbeing. However, health systems globally are facing growing strain from a shortage of trained HCPs.

- Through the NCD Academy's many educational offerings for HCPs, more than an estimated 175 million patients have been impacted, far exceeding our goal.

With the conclusion of the timeline for our initial access goals, we remain fully committed to continue the work to supply medicines and build stronger healthcare systems. We look forward in the future to presenting our second phase access goals. Later in this report, you will find more examples of the holistic work we are doing to support health systems, HCPs and the infectious diseases community.

In 2025, we also made significant progress on key environmental sustainability programs, including through our initial goals across water, waste and climate change regarding reducing scope 3 GHG emissions. We expanded the number of sites covered by external ISO certifications for environmental management and energy management. Further, two more sites have received the British Standards Institute (BSI) Kitemark Certification under the AMR industry Alliance Manufacturing Standard for meeting standards aimed at minimizing the environmental risk of AMR.

These achievements make for a powerful foundation as we continue to work systematically to scale and further improve our performance.

People and Communities

Driving all of this progress is our people, Viatris' greatest strength. Our global workforce plays an important role in helping to ensure access to medicines worldwide, advancing our mission, and earning us recognition as an employer of choice. To support our workforce and help them thrive in 2025, we continued to strengthen our culture focused on wellbeing, development and high performance.

Also in 2025, Viatris supported emergency response and relief efforts through product and in-kind donations delivered via our long-term and well-established global partnerships. In addition, our colleagues care deeply about giving back and this report will showcase many examples of the creative and compassionate ways they engage with their communities. We are grateful for their commitment and look forward to continuing our support of the places where we live and work around the world.

Our Sustainability Journey

Every colleague contributes to our sustainability journey — from how we develop and supply medicines, to how we treat one another, and how we collaborate with partners and communities. We are proud to highlight the impact of this work throughout our report.

Lina Andersson
Head of Global Sustainability, Viatris

- We performed water risk assessments at three locations, adding to the 12 sites that were part of the first phase of our goal. We expanded the scope of sites for assessment based on updated World Resource Institute guidance, and plan to assess one more site in 2026.
- We achieved zero waste to landfill status at 17 sites across our network, exceeding our goal set for 2030.
- Through the end of 2025, we achieved a 17% reduction of our scope 1 and 2 GHG emissions and a 36% reduction of our scope 3 GHG emissions, compared to our 2020 base year.

Viatris' Key Sustainability Areas

In 2025 and early 2026, we conducted a refresh of Viatris' most recent priority assessment, which reaffirmed the superior importance of Access and Global Health.

Viatris works to create sustainable access to medicine to achieve better patient outcomes and advance global public health. We focus on key sustainability topics, all of which we pursue simultaneously to help drive our mission.

These key topics encompass four broad areas:

- Reliable Supply and High-Quality Medicine: product and portfolio development, manufacturing and reliable supply chains;
- Our People: managing talent, engaging employees and promoting workplace health and safety and inclusion;
- Environmental Impact: minimizing environmental impact – from climate change and energy to water and waste management; and
- Governance and Ethical Practices: managing inherent risks and encouraging opportunities, data privacy and information security, and business ethics.

For more details, see p. 48.

Viatris has a global portfolio covering a broad range of therapeutic areas.

Increasingly innovative and differentiated pipeline

Powerful global operating platform

Robust global technical resources

Strong global commercial team

Our Strategy and Business Model for Delivering Access to Medicine and Sustainable Growth

We are a global healthcare company whose mission is to empower people worldwide to live healthier at every stage of life. We are purpose-built to make a positive impact for patients and healthcare systems with a dynamic portfolio spanning generics, established brands and innovative medicines that address areas of significant unmet need.

Our global operations and internal and external supply chain are designed to allow us to remain a reliable and flexible partner with a global footprint that adapts to an always changing and increasingly dynamic landscape. Partnerships and collaborations are essential to achieving meaningful and lasting impact.

To support reliable access to medicines and consistent quality standards, we work with an array of internal, regional, local and both public and private organizations. We consistently strive to connect more people with even more products and services to advance access and health. Ultimately, we know we are stronger together, working collaboratively across our company and with industry partners as well as the broader global community, in pursuit of access.

Broad Geographic Footprint to Help Enable Access

We have our own presence in approximately 70 markets and reach more than 165 countries and territories.

Building for the Future

We recently outlined key strategic imperatives that will shape our future and support our mission and commitment to access:

Drive our Base Business

Executing successful launches, focusing on supply chain continuity, evolving our generics portfolio over time towards more profitable, higher-margin products and strengthening our established brands portfolio.

Fuel our Innovative Portfolio

Advancing a pipeline of late-stage and in-market growth assets sourced both internally and externally.

Modernize for Sustainable Growth

Strengthening our technology, data and talent capabilities to enable sustained success in a rapidly evolving healthcare environment.

Our Global Commercial Platform

We have a broad commercial footprint and scale that reaches patients in more than 165 countries around the world, reinforcing our relevance in supporting essential medicines for healthcare systems. Key components include:

- Physical commercial presence in 70 countries with a comprehensive set of local capabilities.
- Demonstrated deep commercial leadership and expertise over many years and across more than 10 therapeutic areas.
- Diversified portfolio of approximately 1,300 approved molecules across generics, established brands and innovative brands.
- 49 products on the World Health Organization Prequalification List and more than 240 medicines on the WHO EML.

Our Global R&D Engine

Our pipeline is designed to further address unmet medical need across three complementary and distinct areas:

Expand our Portfolio

Innovative medicines

- Developing differentiated medicines targeting areas of unmet medical need through unique therapeutic and patient benefit

Advance our Brands

Value-added medicines

- Driving high-value products with new formulations/delivery for indication expansion
- Extending lifecycle of high-value products through incremental changes such as label optimization

Sustain our Foundation

Generic medicines

- Developing increasingly complex generics that advance proven science and platform capabilities of core generics business

Our R&D strategy is built upon a strong foundation. We have broad capabilities and deep expertise from generics to highly innovative assets, proven internal device technologies to accelerate pipeline innovation and demonstrated capability in complex injectables. We also have in-country regulatory, clinical and medical expertise in approximately 70 markets.

Notable pipeline and regulatory advancements in 2025:

- Achieved positive results for five of our Phase 3 readouts marking critical steps toward addressing unmet needs in pain management, women's health, mental health and ophthalmology
- Advanced Phase 3 clinical trial enrollment for selatogrel for acute myocardial infarction and cenerimod for systemic lupus erythematosus
- Initiated a second indication program for cenerimod in lupus nephritis
- Progressed on our fast-acting meloxicam for the treatment of moderate to severe acute pain, including postoperative pain, which has demonstrated in clinical trials a reduced need for opioid analgesics
- The U.S. Food and Drug Administration (FDA) accepted for review the New Drug Application for our investigational low-dose estrogen weekly patch (150 mcg norelgestromin and 17.5 mcg ethinyl estradiol) for contraception
- Secured FDA approvals for four complex injectables, including the first generic iron sucrose injection in the U.S.
- Received approval for Inpefa® (sotagliflozin) for the treatment of heart failure in the United Arab Emirates, and successfully filed regulatory submissions in Saudi Arabia, Canada, Australia, New Zealand, Mexico and Singapore
- Received more than 650 global product approvals
- Completed more than 230 submissions in more than 130 different countries including approximately 50 products in Emerging Markets
- Made approximately 800 regulatory filings, which includes approximately 450 individual market submissions for Emerging and Expansion markets

Value-Added Medicines Pipeline[1]

Asset	Region	Targeted Indication	Phase 3	Regulatory Review	Status	Overview
EFFEXOR®	Japan	Generalized Anxiety Disorder (GAD)			Approved and launched in Japan	First and only approved treatment option for GAD.
Fast-Acting Meloxicam (MR-107A-02)	U.S.	Acute Pain			NDA accepted for review by FDA	Potential first-line non-opioid option for moderate to severe acute pain. Fast onset of meaningful relief, significantly reduced opioid use, and a well characterized safety profile.
Norelgestromin and Low Ethinyl Estradiol Weekly Patch	U.S.	Contraception			NDA accepted for review by FDA	Contraceptive weekly patch with potential best-in-class adhesion, demonstrated efficacy, low estrogen dosing, and reversible contraception.
Norelgestromin Weekly Patch (MR-130A-01)	U.S.	Contraception			Enrollment complete	Contraceptive weekly patch with potential best-in-class adhesion, no estrogen or weight restriction, and reversible contraception.
Phentolamine Ophthalmic Solution (MR-141)	U.S.	Presbyopia			sNDA accepted for review by FDA	Potential physiological approach that relaxes the iris dilator muscle to improve near vision without engaging the ciliary muscle, which helps preserve distant vision. Rapid onset (30 min) with sustained 20+ hours duration of efficacy.
Phentolamine Ophthalmic Solution (MR-142)	U.S.	Visual Disturbances in Low Light Conditions			Positive first Phase 3 study	
Influvac® High Dose	Europe	Influenza			Enrollment complete	Potential high dose for patients ≥60 years old or patients that require it.
Creon® High Dose (for non-CF indications)	Europe, Ex-U.S.	Exocrine Pancreatic Insufficiency			Positive interim Phase 3 results	Potential to bridge an important unmet medical need for non-cystic fibrosis patients.
Spydia®	Asia-Pacific[2]	Status Epilepticus			Launched in Japan	First intranasal rescue medication in Japan, overcomes challenges with buccal, rectal or IV diazepam.

Sources

[1]As of May 7, 2026.

[2]Acquired exclusive rights in Japan and certain markets in the Asia-Pacific region, including Australia, Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, New Zealand, Philippines, South Korea, Thailand and Vietnam.

Innovative Medicines Pipeline[1]

Asset	Region	Targeted Indication	Phase 3	Regulatory Review	Status	Overview
Selatogrel	Global	Acute Myocardial Infarction (AMI)			Enrollment ongoing	Potential only patient-activated, autoinjector for self-treatment at AMI symptom onset. Well-established target with differentiated PK, safety and efficacy profile in Phase 2.
Cenerimod	Global	Systemic Lupus Erythematosus (SLE)			Enrollment complete	Potential first-in-class, oral, selective S1P1 receptor modulator targeting multiple key pathogenic pathways in SLE while minimizing systemic immunosuppression Cenerimod Global Lupus Nephritis backed by robust, consistent Phase 2 data.
Cenerimod	Global	Lupus Nephritis			Enrollment ongoing	
Nefecon® (VR-205)	Japan	IgA Nephropathy			Enrollment complete	Oral, gut-targeted budesonide at the immunological source of IgAN; 50% less kidney function loss at 2 years vs placebo; supporting a disease-modifying effect.
Pitolisant	Japan	Excessive Daytime Sleepiness associated with Narcolepsy and Obstructive Sleep Apnea Syndrome			J-NDAs filed in Japan	Potential first selective histaminergic (H3) antagonist/inverse agonist for EDS in Narcolepsy and OSAS; non controlled; potential first line for NT1 & NT2.
Inpefa® (sotagliflozin)	Ex-U.S. Ex-Europe	Heart Failure			Launched in UAE and filed regulatory submissions in Saudi Arabia, Canada, Australia, New Zealand, Mexico, and Singapore	Only dual SGLT1/2 inhibitor with early benefit in reducing heart failure-related outcomes; significant reduction in MI and stroke.

Looking Forward

2025 was a year of strong execution for our company across all our strategic priorities. As we enter 2026 and beyond, we are building a more focused, efficient and future-ready organization. We are aligning our people, processes and technology to better serve patients and strengthen our impact. Whether we're developing new medicines, working to maintain a resilient supply of needed therapies, or pursuing bold innovation, we strive to deliver solutions that are effective at scale and built to endure.

We are convinced that patients and healthcare systems around the world are best served by a healthcare company that is applying a well-rounded and long-term approach, maintaining economic viability while working to manage inherent risks and opportunities and continuously striving to advance sustainable operations and responsible practices in a focused way.

Sources

[1]As of May 7, 2026.

Our Value Chain

Research and Development

Viatris' portfolio comprises approximately 1,300 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. Key components of our product development and portfolio management include:

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

We have approximately 3,500 research and development (R&D) professionals and 10 R&D centers, including technology-focused development sites and global R&D centers. We develop products designed to meet the needs of patients across geographies and income bands and seek to use our unique 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 managing risk and further building resiliency, we continue to build strong supplier relationships and apply sustainable-sourcing practices.

Manufacturing and Supply Chain

Protecting patient and consumer health by working to ensure the quality and safety of our products is at the heart of how we operate across our network. Our platform combines what we believe to be best-in-class manufacturing and supply chain capabilities. In 2025, Viatris operated 27 manufacturing, packaging and distribution sites worldwide that produce oral solid doses (OSD), injectables, complex dosage forms and APIs on five different continents. Our global, flexible and diverse supply chain is designed to mitigate risks of disruption and ensure supply reliability. Our responsive global network has helped us maintain a reliable supply of much-needed medicines throughout times of significant demand volatility. Viatris has supply chain colleagues in more than 50 countries, 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 2025, we had a global customer service level of 92%.

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. We work to ensure that all our operations are supported by robust global quality systems and standards and processes which are designed to protect product quality and patient safety in compliance with Current Good Manufacturing Practice (cGMP). We work diligently to address all observations identified by health authorities; at this time,[1] we have one open U.S. FDA Warning letter. During 2025, we made substantial progress on our remediation activities at the facility, including but not limited to related personnel actions. We systematically work 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; local laws and customs give rise to different types of pharmaceutical markets (distribution, tender, substitution and prescription). We have a global Sales Force of approximately 8,500 and commercial presence in approximately 70 markets. Our customers 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 customers and other important entities, including international organizations, not-for-profits and non-governmental organizations (NGOs) to promote distribution efficiencies and provide access to customers around the world.

Reaching Patients

We build access at scale through our extensive and diverse portfolio of medicines, meeting nearly every health need, and through a global and diverse supply chain designed to reach more people with health solutions when and where they experience need. In 2025, we supplied high-quality medicines to ~1 billion[2] patients around the world and sold more than 70 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' robust policies and processes, resting on well-established regulations and ethical standards.

For more information, see our Management Disclosure and Performance Data chapter.

Sources

[1] As of May 21, 2026.

[2] See page 6 for more information about number of patients served.

ACCESS AND GLOBAL PUBLIC HEALTH

Areas of Focus:

- Global and Diverse Supply Chains for Access
- Building More Resilient Healthcare Systems
- Building Access to NCD Prevention, Treatment and Care
- Strengthening Infectious Disease Prevention, Diagnosis and Treatment
- Addressing Antimicrobial Resistance
- Policy Solutions to Reduce Barriers to Access and Support Strong Health Systems

Additional Information:

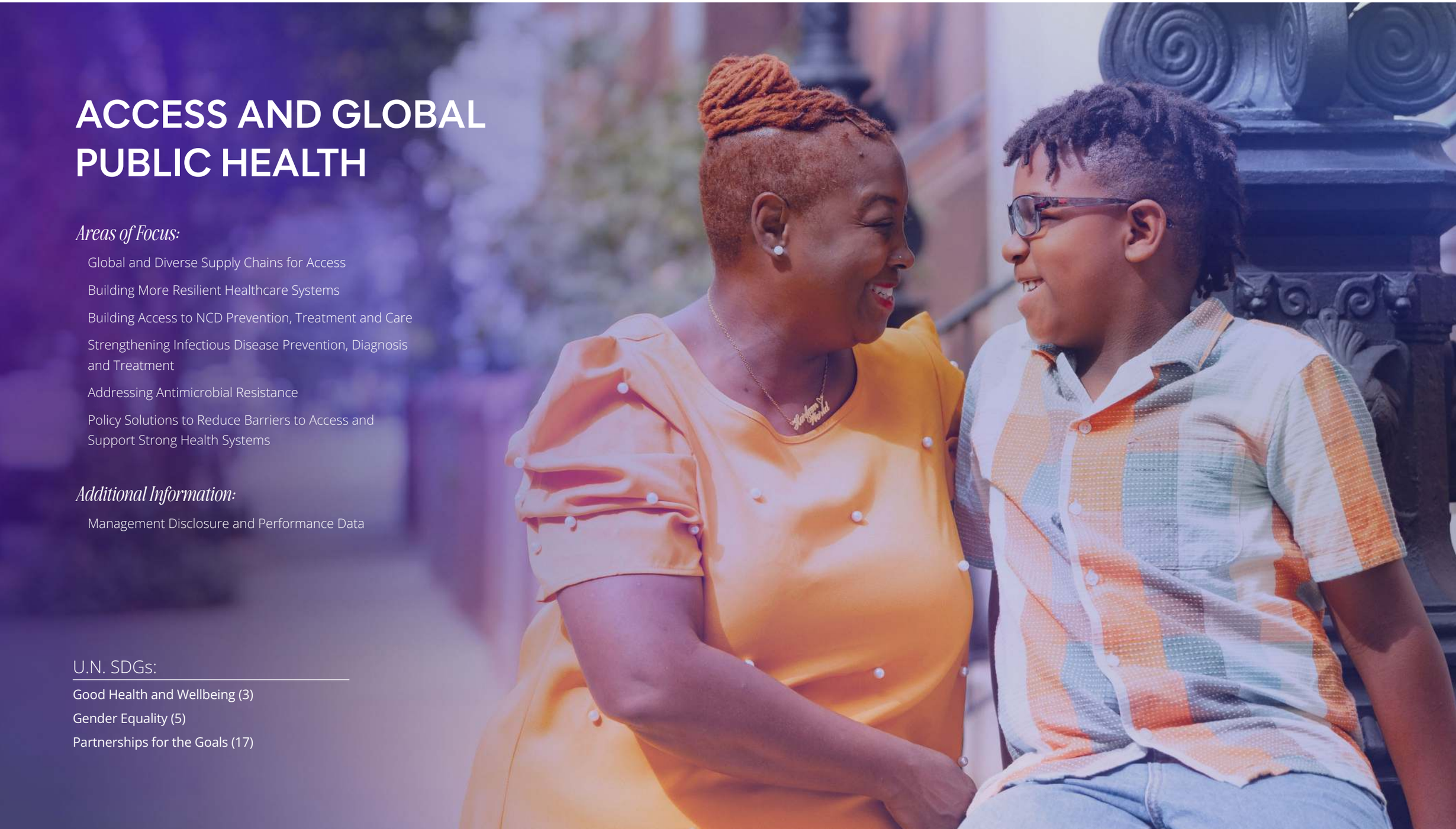
- Management Disclosure and Performance Data

U.N. SDGs:

Good Health and Wellbeing (3)

Gender Equality (5)

Partnerships for the Goals (17)



Our Reach in 2025

Supplied medicines to **~1B patients around the world**

Sold **>70 billion doses of medicine** across **>165 countries and territories**

Supplied **approximately half of the >200 molecules** listed on the EU Critical Medicines List

Supplied **>260 medicines** on the **WHO EML,** representing **approximately 50%** of the total list

Supplied **medicines to >90%** of low- and lower-middle-income countries

Provided **49 products** on the **WHO Prequalification of Medicines List**

Supplied **>135 medicines on the WHO Essential Medicines List for Children,** representing >35% of the total list

Supplied products to **85% of the countries defined as Access Countries** by the Access to Medicine Foundation

People everywhere deserve timely, appropriate care, yet many still struggle to obtain it when they need it most. Despite progress, steep barriers persist across the world. A person's ability to access quality healthcare is often shaped by where they live, their income or education level, and personal characteristics such as gender, age, race, ethnicity or sexual orientation. These factors too often determine whether someone can maintain good health or receive essential treatment.

An estimated 4.5 billion people lack even basic health services, and roughly 2 billion experience a financial burden because of healthcare costs.[1] Equitable access remains a critical challenge—and an urgent priority—if everyone is to have a fair chance at a healthy life. As government investment in health systems has declined combined with longer-living populations and the increased burden of noncommunicable diseases (NCDs), the pressure on healthcare providers has grown, leaving many systems struggling to meet the needs.[1]

Viatris helps to address these challenges by leveraging our capabilities to enhance access to medicine and strengthen healthcare systems. With a dynamic portfolio that spans generics, established brands and innovative medicines that address areas of significant unmet need, Viatris aims to be a relevant partner with aspirations of ensuring healthy lives and promoting wellbeing for all. In 2025, we supplied more than 260 medicines on the WHO EML, representing approximately 50% of the total list.

Our solutions go beyond medicine and include engaging with and helping to strengthen the capacity of the healthcare community, working to safeguard patient wellbeing, upholding scientific integrity and building regulatory infrastructure. Through continuous insight gathering and data generation, we identified critical unmet medical needs and worked to develop evidence-based, patient-centric solutions to address them. Similarly, we advocate for public policies that advance access to quality medicines, collaborating with stakeholders to create and enhance systems that maintain supply reliability and medicine availability.

We prioritize partnerships and collaboration. Working alongside governments, healthcare providers, patient organizations, academia and many other stakeholders helps Viatris drive innovation and enhance patient care for real and lasting impact.

Global and Diverse Supply Chains for Access

Our global supply chain—with its scale, resilience and well-established efficiencies—remains a strong model for helping to ensure reliable access to medicines for patients everywhere. No single country produces all the medicines it needs, and no medicine is manufactured in every country. A global and diverse network allows us to operate with efficiency and benefit from economies of scale, supporting cost-effective production and remaining adaptable to changes in demand while upholding internationally recognized quality standards. It also strengthens our ability to diversify risk and build long-term resilience. By drawing on suppliers and manufacturing sites across multiple regions, we can better navigate disruptions that may impact any one location.

With our exceptional reach around the world, our global customer service level in 2025 was 92%.

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

See p. 58 for more information.

Sources

[1] New WHO report reveals governments deprioritizing health spending

Whether responding to sudden shifts in disease trends that drive unexpected demand or managing localized crises that interrupt supply, a broad and flexible global system enables us to adapt quickly. This agility helps redirect treatments where and when they are needed most, supporting patients as their needs evolve.

For example, our global supply chain experience and capabilities have enabled us to shift from suppliers in one country to suppliers in another if expectations are not being met. Additionally, this flexibility enables Viatris to step in and fill gaps when other companies with local supply chains have been unable to deliver on their commitments, putting patients' access at risk. The company's experience and capabilities provide another clear example of how a global and flexible supply chain serves access in any given region and how vicinity does not necessarily equal more reliable local access.

Also in 2025, when the primary supplier of the antiplatelet medication clopidogrel for the Australian market went out of stock, Viatris was able to move quickly to increase production at its Carole Park manufacturing facility to address the supply gap. In Thailand, during a resurgence of COVID-19, Viatris worked closely with the Thai FDA to enable uninterrupted availability of remdesivir and molnupiravir.

In Europe, Viatris works closely with the European Medicines Agency's (EMA) dedicated group on Shortages and Safety of Medicinal Products (MSSG), to help address medicines shortages identified by EMA.

A film to celebrate the NCD Academy impact and raise awareness of the platform and its offerings was developed in partnership with BBC StoryWorks as part of the WHO Foundation series "Healthier Together." The film focuses on a general practitioner living in a rural area in Greece who travels by boat to her patients on remote islands. During her travel, she leverages the online education through the NCD Academy app on her phone, making sure she is well prepared for managing her patients living with NCDs.

Our HCP Access Goal

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

Our Progress: Through the end of 2025, NCD Academy is estimated to have impacted >175 million patients by providing primary care clinicians around the globe with essential education and best practices for managing NCDs.[2]

Learn more about our work to uphold a global, flexible supply chain here.

Building More Resilient Healthcare Systems

A strong and effective healthcare system relies on a skilled and adequately prepared workforce. Although global projections for workforce shortages have improved, there is still an anticipated deficit of around 10 million health workers by 2030.[1] This gap continues to fall most heavily on LMICs, where shortages remain especially acute.

Viatris has a legacy of collaborating with the HCP and academic communities to make medical research and insights more available and co-develop resources for application. Healthcare workers across multiple geographies accessed a range of our learning resources, including the Viatris Connect Medical portal and the multi-partner-enabled NCD Academy, designed to help strengthen local standards of care.

Viatris Connect Medical expanded its global footprint with launches in five additional countries in 2025, bringing the total number of countries where it is available to 25. The platform had more than 47,000 pageviews during the year. It offers accredited, continuing medical education programs, certification programs, congress highlights, in-depth therapy reviews, patient educational resources and podcasts. The platform also provides access to pocket-sized clinical guidelines and scientific journals for ease of use in everyday practice.

The Value of Targeted HCP Education

Utilizing the NCD Academy in learning led to greater integration of lifestyle modification counseling, routine use of screening and risk assessment and improved ability to perform chronic disease management, according to a study of users published in 2025.

The Global Pulse Check: Understanding the State of the Healthcare Workforce study, done in partnership with the American College of Cardiology, highlighted trends in job satisfaction, financial compensation, team-based collaboration and burnout across various practice settings ranging from community clinics to hospitals.

Nearly 800 clinicians from across Africa, the Americas, Southeast Asia, Europe, the Eastern Mediterranean and the Western Pacific participated in the survey.

Other findings included that NCD Academy participants were somewhat more likely to feel valued in their roles and treated fairly at work compared to their non-participating peers, further underscoring the potential of continuous, targeted education to support both professional development and clinician wellbeing.

Sources

[1]The global health workforce stock and distribution in 2020 and 2030: a threat to equity and 'universal' health coverage?

[2]Patient reach is calculated at an individual HCP learner level by multiplying the number of patients treated per week, as self-reported by the individual HCP learner upon registering for NCD Academy, by the number of weeks the individual was enrolled in NCD Academy (in some cases, multiple years). Patient reach for each individual learner is summed to arrive at total patient reach. Patient reach includes unique patients as well as repeat patient encounters.

We also partnered on the NCD Academy, a free, online educational platform for healthcare workers, created with the support of our global partners, including the American College of Cardiology, the World Heart Federation and the NCD Alliance. The Academy provides primary care clinicians with essential education and best practices for managing predominantly NCDs.

We set out in 2022 to impact 100 million patients via HCP education and outreach through the NCD Academy by the end of 2025; we surpassed that goal with an estimated more than 175 million patient encounters.

The NCD Academy offers a large library of courses including cardiovascular disease and stroke prevention, cancer care and foundational concepts in care integration. Three new courses were released in 2025: ophthalmology, cardiovascular disease and climate change, and digital health. Courses are offered in 20 languages to facilitate access.

In addition to these programs, our local teams work with partners in our four regions to empower healthcare workers through a variety of initiatives. Some examples of this work include:

Developed Markets:

- In Spain, Viatris organized the 4th National Rehabilitation Conference known as LYCEDOR, an essential meeting point for the exchange of knowledge and debate on the latest advances in pain treatment.
- Viatris Germany expanded its online portal enabling HCPs to more easily access and order high-quality, trusted materials that support better patient care.
- In the U.S., we sponsored the Student Workshop of the Ocular Surface, an interactive educational program for more than 500 students at optometry colleges to provide clinical guidance to simplify the process of managing ocular surface disease.
- In Portugal, with Adhara Academy, we developed the online HCP training Another Brick in Medicine, featuring modules on topics including allergic rhinitis, anaphylaxis, dermatological lesions, acne and atopic dermatitis.
- For the third year in a row, Viatris in Italy collaborated with the Italian Society of General Practitioners and Primary Care (SIMG) on education aimed at improving the management of the health of the elderly.
- In Bulgaria, we partnered with a Medical University hospital in Varna to support young cardiologists and residents through a specialized practical course on transesophageal echography. The hands-on training expanded their technical skills and improved their confidence to apply modern diagnostic methods in clinical practice.

Greater China:

- In China, we collaborated with China's leading professional medical platform to launch V Academy, a national-level academic initiative designed to accelerate the translation of global medical insights into clinical practice in China.

Emerging Markets:

- In Brazil, Viatris facilitated discussions on the European Society of Cardiology Guidelines: Integration of Mental Health into Cardiovascular Care in partnership with recognized medical institutions.
- In the UAE, we organized the HEAL conference, bringing together clinicians, specialists, nurses, pharmacists and researchers to explore the implications of NCDs and collaborate on important public health matters. Since its inception in 2022, more than 2,400 healthcare professionals have participated in person, and nearly 28,000 joined virtually from across the region.
- In Morocco, Viatris organized VI'ATELIER, a flagship educational event for HCPs and pharmacists to address pressing challenges in NCD management.
- To address the growing burden of diabetes and metabolic disorders in the region, Viatris partnered exclusively with the Gulf Association of Endocrine and Diabetes to establish The Endocrine Academy for HCPs, a webinar-based educational series centered on metabolic syndrome and diabetes-related comorbidities.
- In India, we engaged HCPs through integrated social media and outreach initiatives to help raise awareness of liver health, preventing and managing viral hepatitis, encouraging organ donations, and increasing understanding of liver cancer risk factors as well as the importance of timely screening and treatment. We also supported programs to enhance healthcare worker capacity including through a pharmacist-focused initiative aimed at strengthening the role of pharmacists in patient safety and healthcare delivery, and a nursing care program designed to strengthen the knowledge and capabilities of nursing staff, who play a critical role in delivering care in hospitals.

Supporting Education Through Medical Grants

Viatris is committed to supporting healthcare organizations through grant-funded educational initiatives that enhance provider knowledge and advance patient care, aligned with our therapeutic and clinical priorities. In 2025, these efforts spanned multiple therapeutic areas across 15 countries. See some examples below:

Respiratory

- Understanding and Personalizing Chronic Obstructive Pulmonary Disease Diagnosis and Treatment
- Enhancing COPD Care: A Comprehensive Update for Respiratory Therapists

Eye Care

- Dry Eye Disease: Current and Emerging Novel Tear Stimulating Therapies for Improved Outcomes
- Eyes on Dry Eye 2025

Cardiology

- Revolutionizing Recurrent AMI Care: Addressing Unmet Needs with Early Intervention Strategies
- Exploring Evolving Antiplatelet Paradigms in Acute Myocardial Infarction

JANZ:

- Viatris supported efforts in Japan to better understand the burden of untreated generalized anxiety disorder through data collection, research and publication of findings.
- We provided patient support medical grants to leading organizations—including Allergy & Anaphylaxis Australia, the Australasian Society of Clinical Immunology and Allergy, and the Allergy and Immunology Foundation of Australasia (AIFA)—to support emerging researchers and innovative research that advances treatment and care for patients with allergies, immunodeficiency and other immune system disorders.

Empowering Patients and Enhancing Access to Care

Viatris works with partners around the world to give patients the tools they need to take charge of their health. Our efforts include initiatives to increase health literacy and deepen the understanding of the patient journey, enabling people to take a more active role in managing their own health.

- In Bulgaria, we partnered with the Association for Patients with Viral Hepatitis (HepActiv) on an education campaign to encourage people at risk to get tested for the disease. We also partnered with the Federation Bulgarian Patient Forum on Podcast for Health, which aims to increase awareness and prevention for health conditions including hypertension, blood clots, depression, glaucoma and erectile dysfunction.
- In Belgium, we partnered with the Patient Expert Center, a national patient association, to conduct a flu vaccination survey, cardiology workshops and collect patient testimonials to better understand their perspectives on various conditions, such as opioid-induced constipation. The efforts provided valuable insights for outreach and helped destigmatize these conditions.
- Viatris supported the “Track. Treat. Beat.” hypertension awareness campaign in Malaysia by providing education materials at approximately 30 clinics with self-test blood pressure machines to encourage people to check their blood pressure and have conversations with their doctors on hypertension. We also provided free lipid and liver function screening vouchers to more than 100 clinics and pharmacies to help identify undiagnosed NCD patients to facilitate timely treatment.
- In Romania, we supported an initiative for early diagnosis and treatment for patients with neurocognitive decline and dementia before age 65, when treatment is more effective but early signs may be overlooked. We also collaborated on an educational campaign to raise awareness of vertigo and dizziness by bringing patient and physician perspectives together through the power of storytelling. In addition, we supported the “Health Comes to You” caravan which travels to rural areas to provide education and screening for diabetes, cardiovascular disease and hepatitis.
- In South Africa, we supported a course for HCPs to enhance patient access and improve outcomes for individuals with allergic rhinitis, in collaboration with the Allergy Foundation of South Africa.
- In Thailand, we supported “Act Fast, Protect Your Knee” in partnership with Mahidol University to help address age-related mobility issues. Since its launch in 2001, the program has reached over 1,200 seniors through screenings, workshops and guided exercise to reduce fall risks and support independence.
- In France, Viatris launched “The Intouchables,” a multi-part podcast featuring medical experts and patients to raise awareness about prostate cancer.

Raising Awareness of the Risks of Thrombosis Among Travelers

Ahead of the 2026 Winter Olympics in Italy, Viatris collaborated with the University of Verona and airports in Verona and Venice to raise awareness among air travelers about the risk of venous thromboembolism (VTE) associated with lengthy flights and common misconceptions about ways to avoid this life-threatening condition.

The initiative provided information about evidence-based preventive measures, such as regular mobilization and adequate hydration, through a dedicated digital platform, leaflets and posters. The information was provided in seven languages and QR codes directed travelers to the online content. Materials were displayed in airport areas to ensure broad reach among international travelers.

The project represents a scalable model of academic and institutional collaboration to promote evidence-based prevention, improve health literacy and support patient safety.

Viatris Medical Affairs supported the fourth multi-stakeholder gathering on NCDs organized by the NCD Alliance, the Ministry of Health of Brazil, the World Diabetes Foundation and the WHO Global Coordination Mechanism on NCDs.

Approximately 160 individuals representing various organizations from the NCD and global health community joined the event to debate how to lock in multi-sectoral governance and make NCD responses more inclusive and evidence-driven.

Viatris Medical Affairs contributed during a panel session on how private-sector initiatives contribute to workforce development.

Advancing Global Health Outcomes

Viatris colleagues also actively collaborate with external stakeholders to help reduce inequities in access to care across the global healthcare community and help strengthen health outcomes. A few examples from our work in 2025 follow:

- We published a report, with support of the Viatris Foundation in Spain, that examined the impact that the aging Andalusian population will have in the coming years on the healthcare system including the treatment of chronic diseases and long-term care. Andalusia is the most populated region in Spain.
- In Rwanda, we supported the "Our Views, Our Voices" pre-conference during the Global NCD Alliance Forum. The event was organized for people living with different NCDs in various geographies, providing a platform for collaboration and forward-thinking strategies to address the challenges and opportunities of ensuring meaningful involvement of people living with NCDs.
- In China, we supported the International Research Salon, which addresses the barriers to conducting high-quality clinical research. The salon provides expert guidance, one-on-one coaching and structured training programs for HCPs.
- In the U.S., we organized a roundtable discussion with nurses to exchange insights into barriers and solutions to recruiting patients for clinical trials. Effective clinical trial recruitment is key to achieving better health outcomes, accelerating the development of safe and effective treatments.
- In Hungary, Viatris supported the University of Szeged's Scientific Student Chamber for Young Researchers to bridge the gap between traditional academic curricula and the practical requirements of the pharmaceutical industry, as industry-specific knowledge is often missing from standard university training.
- In Malaysia, we partnered with the University Malaya to bring together clinicians, health technology assessment bodies, payers, policymakers and academia to strengthen evidence generation, support value-based healthcare decisions and lay the groundwork for future research that informs access, policy and innovative product development.
- In the U.S., we collaborated on a retrospective claims study among more than 1.2 million people living with dry eye disease to better understand their treatment needs, including healthcare resource utilization and provider specialties. The study will be published in 2026.
- In the UAE, we launched "Heart Tales," a unique educational campaign designed to mirror the real-life patient journeys that HCPs navigate daily. By blending the emotional and clinical aspects of care, the initiative has brought storytelling into medical education through scientific meetings, interactive discussions and digital channels. Since its launch, Heart Tales has successfully engaged over 6,000 HCPs.
- In South Korea, Viatris collaborated with stakeholders concerning national health screening guidelines, leading to dyslipidemia being reclassified as a high-risk disease and flagged for early treatment. The move promotes timely care and reduces systemic barriers to treatment.
- In Qatar, we worked on CONNECT-DPN, an integrated, structured medical educational program at Weill Cornell Medicine–Qatar and Hamad General Hospital to raise awareness and interest among HCPs in the screening, diagnosis and treatment of DPN, or diabetic peripheral neuropathy, a significant complication of diabetes which poses a growing health challenge in Emerging Markets.

Building Access to NCD Prevention, Treatment and Care

NCDs are long-lasting conditions caused by a mix of genetic, physiological, environmental and behavioral factors.[1] NCDs — including cardiovascular diseases, chronic respiratory diseases, cancer and diabetes — are the leading causes of death worldwide, with people in low- and middle-income countries disproportionately affected.[2]

Our broad portfolio addresses a wide range of therapeutic areas, including many high-burden NCDs. Some examples of our work to expand access to treatments in 2025 included the following:

- Gained registration approval for the innovative heart failure treatment Inpefa® (sotagliflozin) in the UAE. Inpefa is the first and only dual SGLT1/2 inhibitor approved for the treatment of heart failure.
- Viatris' XAFARIV became Malaysia's first generic medicine approved via the Facilitated Review Pathway (FRP), which leverages an SRA approval, a fast-track process as the medicine is already approved by the European Medicines Agency (EMA). XAFARIV is a generic version of rivaroxaban, an anticoagulant medication.
- In South Korea, Viatris helped hospitals and clinics more widely use the official medical and insurance coding needed for Norvasc® 2.5 mg. This matters because Norvasc 2.5 mg is one of the few blood pressure medicines approved for use in children.
- Viatris launched Xaprev® (apixaban generic) in Türkiye to support broader access to an established anticoagulation therapy and contribute to the management of thromboembolic risk in eligible patient populations.
- In the UK, Viatris launched Dymista® Control (azelastine hydrochloride and fluticasone propionate) nasal spray, marking the first time that the combination treatment for moderate to severe hay fever has been available without a prescription.

Addressing the Growing NCD Burden in China

China is facing numerous challenges due to its growing elderly population, including a rising number of deaths from NCDs, which accounts for approximately 85% of the country's total mortality rate.[2]

With Viatris' support, China's comprehensive chronic disease management system, the Blue Book on Comprehensive Chronic Disease Management for Healthy China,was officially released in 2025. To promote collaborative management and governance for chronic diseases, as advocated in the Blue Book, Viatris China is working with industry partners through the "One Province, One Initiative" model. This approach integrates comprehensive management concepts into local practices and continuously explores replicable and scalable implementation pathways.

Sources

[1] Noncommunicable Diseases

[2] Burden of non-communicable diseases in China and its province

- In Thailand, epilepsy treatment Dilantin® Oral Suspension supplied by Viatris was listed on the National List of Essential Medicines to address the needs of pediatric patients and individuals unable to take tablets.
- In Japan, we launched Spydia Nasal Spray, the first intranasal anti-seizure medication approved in Japan for the treatment of status epilepticus or seizures with potential progression to status epilepticus. It is also the first rescue medication approved for adults for out-of-hospital use.

In Zimbabwe, six Viatris products in the areas of cardiovascular health, neurology and endocrinology were approved through the SAHPRA-MCAZ reliance pathway, a regulatory collaboration between the South African Health Products Regulatory Authority (SAHPRA) and the Medicines Control Authority of Zimbabwe (MCAZ). This pathway allows MCAZ to rely on SAHPRA's regulatory decisions to expedite the review and approval of medicines, helping improve access.

Cardiovascular Disease

Globally, cardiovascular diseases (CVD) remain the leading cause of death, presenting ever-evolving healthcare challenges.[1] CVDs cause approximately 18 million deaths – or about 1 in 6 deaths – globally each year, with about one-third of those being people under 70.[2]

Primary care plays a pivotal role in the prevention and management of cardiovascular and related diseases, such as kidney disease, diabetes and obesity. As many as 90% of patients with CVD and related diseases are managed in primary care.[2]

Viatris promotes prevention, diagnosis and treatment of cardiovascular diseases, leveraging the breadth of our diverse portfolio and partnerships around the world.

Examples of our work in 2025 included the following:

- Sponsored a fireside chat during the World Heart Summit organized by the World Heart Federation to raise awareness of the signs of myocardial infarction.
- Partnered with BBC StoryWorks on its "Beats of Change" series presented by the World Heart Federation to explore innovative and impactful solutions in cardiovascular health. The film has received more than 2 million impressions online.
- Supported the GPcardio initiative by the European Primary Care Cardiovascular Society (EPCCS) to promote the translation of evidence-based management of cardiovascular disease to adoption and implementation to primary care.
- Supported the official release of the fifth edition Cardiovascular Health Index, known as CHI, during the 19th Oriental Congress of Cardiology in China. The index provides a scientific, data-driven assessment of cardiovascular health across regions, highlighting trends, achievements and areas for continued focus. CHI has become an influential evidence-based tool for informing cardiovascular health policy and prevention planning. By offering clear, comparative regional insights, the index supports more targeted and integrated approaches to cardiovascular care.
- Collaborated with local stakeholders and health authorities for the development of the Egyptian Protocol for the Management of Dyslipidemia and its publication in the Egyptian Heart Journal, marking a significant step for clinical practitioners and supporting national cardiovascular health strategies. We also partnered with the Egyptian NCD Alliance to develop a training curriculum for nurses to accurately measure blood pressure in Egypt, which has one of the highest rates of years of life lost among women due to modifiable risk factors, with hypertension being a primary driver.[3]
- Provided a medical education grant to the U.S. Association of Black Cardiologists to develop and deliver an initiative that improves healthcare professionals' knowledge, confidence and competence in implementing evidence-based secondary prevention strategies for recurrent myocardial infarction, which remains a significant cause of morbidity and mortality despite advances in acute coronary care.[1]
- Partnered with the British & Irish Hypertension Society to promote the "Prevention is Power" program, which aims to break down global barriers to hypertension expertise, delivering free, accredited education to healthcare professionals worldwide.

- Supported the Cardiac Prevention for the Future Project in China to help doctors follow heart-attack prevention guidelines, teach them more about high platelet activity and blood-clot risk, and raise patient and public awareness, so people seek care earlier, for better long-term health.
- Partnered in Singapore with Omron, which provides in-home blood pressure monitoring, to create patient education materials to increase awareness of hypertension and other related cardiovascular risks.
- Supported public education on cardiovascular health through the World Heart Day Walkathon in South Korea, hosted by the Korean Society of Cardiology. As an official sponsor for the third consecutive year, Viatris helped raise awareness of cardiovascular disease and promoted walking as an effective preventive habit.
- In collaboration with the World Heart Federation and the Turkish Society of Cardiology in Türkiye, co-supported a high-level expert roundtable that contributed to the development of a national Cholesterol Roadmap.
- Partnered with Pantai Hospital Ayer Keroh in Malaysia on a screening campaign to identify and diagnose patients at risk and raise awareness of cardiovascular diseases, diabetes, and hepatitis, three mutually reinforcing health challenges that collectively drive a high and growing disease and economic burden.

Sources

[1] Cardiovascular diseases (CVDs)

[2] CVD, CKD & T2D | A call to action for primary care

[3] Global health estimates: Leading causes of DALYs

- Established a formal MOU with Institut Jantung Negara (IJN) and its Cardiovascular Risk Reduction Clinic (CRRC) in Malaysia to develop the IJN-CRRC+ Program that will equip clinicians with practical, guideline-driven tools for lipid management and cardiovascular risk stratification. The program aims to enable earlier identification of high-risk patients, more consistent achievement of recommended blood-cholesterol levels and more confident counseling around statin safety and complex lipid disorders, with the ultimate goal of reducing preventable cardiovascular events and improving long-term outcomes for Malaysians.
- Supported the launch of "Heart Road – Walk Together for Heart Health" at the Xi'an City Wall in China. The program brought together various stakeholders to advocate for high-quality chronic disease management, enhance health literacy among patients and support individuals living with chronic conditions in pursuing healthier, more fulfilling lives.

Mental Health

More than 1 billion people worldwide live with a mental health disorder, with conditions such as anxiety and depression driving significant human and economic impacts. These conditions are highly prevalent across countries and communities, affecting people of all ages and income levels. They represent one of the biggest reasons for long-term disability, contributing to loss of healthy life.[1] Viatris continued working in 2025 to promote awareness and educate and train healthcare providers in the area of mental health. Some of our work included:

- Developed and implemented the 5th edition of the Yellow September Campaign, "Love Me, Love Myself," in Brazil in partnership with the Brazilian Association of Family, Friends and People with Affective Disorders. The program included disease awareness activities for patients and caregivers, social media and media activations, and stakeholder scientific engagement to advance on diagnosis and treatment of mental health conditions.
- Partnered in Mexico with Nosotrxs under the "Unidos por la Salud Mental" initiative to reduce stigma and improve mental health access for vulnerable populations. Our role included content development, awareness activities and stakeholder engagement.
- In Spain, organized the 4th Conference on Clinical Update in Psychiatry in Barcelona, titled "Mens Sana." Also, to support HCPs and educators in Spain, Viatris has commissioned a survey to assess the current state of primary and secondary school students' mental health and understand the characteristics and circumstances that teachers face when addressing emotional distress in the classrooms.

- In Türkiye, launched the Hayata Varım (yes to life) initiative in partnership with the Psychiatric Sciences and Research Association (PIBAD), an integrated, digital awareness campaign that combined a dedicated educational website, targeted social media engagement, and an online video series showcasing real-life stories.
- Partnered in the UAE with Mentl, an advocacy platform for mental health, to support its awareness campaign "Tear Away the Silence". The campaign comprised a series of educational podcasts, advocacy initiatives, and media outreach with over a 8.5 million reach.
- In Greece, collaborated in early recognition and improved management of treatment-resistant schizophrenia, where a study indicated that the disorder contributes to a high burden of mental health hospitalizations.
- In Italy, hosted SÉnsazioni to coincide with World Mental Health Day, an event that explored how we shape our own identities in an era dominated by social media and how to recognize when professional support may be needed. The event was a part of the broader Non Sono Solo project, a multichannel campaign launched two years ago to address issues such as anxiety, depression and insomnia.
- In Egypt, Viatris supported the presidential initiative for mental health, "Your Health is Happiness," in collaboration with the Egyptian Ministry of Health and Population and the General Secretariat of Mental Health and Addiction to execute a nationwide awareness campaign. The campaign included the production of 30 videos and short reels addressing key mental health pillars and nationwide mental health screening, reaching more than 4 million people across Egypt. These efforts contributed to early identification of mental health conditions and timely referral for appropriate care.
- Supported the Iberian Study to analyze and gain insights into the current state of depression management within the healthcare systems of Portugal and Spain, from the perspectives of psychiatrists, general practitioners (GPs) and patients. The study aimed to understand critical dimensions of depression treatment, characterize patient journeys, identify systemic and clinical hurdles in managing depression and prioritize actionable initiatives to improve care delivery.

Digital Health Innovations for Access

From wearing fitness trackers to online doctor consultations, digital health innovations are becoming increasingly popular in the delivery and implementation of healthcare.[2] At Viatris, we explore digital health solutions that can help improve healthcare delivery, patient outcomes and overall health management. These solutions include technologies and tools that use digital platforms and software, and devices that aim to transform the way healthcare is accessed, managed and delivered.

Some examples of this work in 2025 included:

- In Spain, Viatris expanded its dose dispensing program, which is implemented at more than 650 pharmacies across the country. In partnership with Ti-Medi, Viatris provides training and resources so that pharmacies can provide personalized medication dispensing to help improve adherence and reduce medication errors.
- Viatris Türkiye implemented QR code-enabled electronic and audio instructions for use, supported by Braille guidance, to enable more inclusive treatment pathways for vulnerable patients, including those with severe visual impairments.
- Viatris participated in the 2025 Frontiers Health Italia event by sharing reflections on digital health, innovation and market access opportunities.

Strengthening Infectious Disease Prevention, Diagnosis and Treatment

Viatris has a long-standing legacy in the collective efforts globally to help ensure the availability of essential infectious disease treatments, support public health initiatives and address unmet medical needs in disease management. We collaborate with global and local partners, including healthcare organizations, global procurement organizations, other pharmaceutical companies and governments, to enhance access to therapies and last mile deliveries and improve health outcomes.

Sources

[1]Over a billion people living with mental health conditions – services require urgent scale-up

[2]Status and Trends of the Digital Healthcare Industry - PMC

While deaths from infectious diseases have dramatically dropped in many places around the world in the last 25 years, infectious diseases including malaria, TB and HIV still are among the top 10 causes of death in low-income countries.[1] Adding to this burden, reductions or interruptions in international funding has impacted medicine procurement and supply in the countries where it is most needed.[2]

Viatris has >700 registrations of infectious disease products across LMICs.

We have licensing agreements for 16 products for HIV, hepatitis C and other infectious diseases with the Medicines Patent Pool (MPP). Our licensing partners include Gilead, Viiv Healthcare, MSD, TB Alliance and Otsuka.

Evolving HIV Prevention and Treatment

Approximately 16% of the world's adults on treatment for HIV use a Viatris product. We supply products to treat HIV/AIDS in more than 125 countries. In 2025, we continued to see regimen consolidation for patients on antiretroviral therapy, with most of the HIV programs across middle- and high-income countries transitioning to a Dolutegravir (DTG) based regimen across first line, second line and pediatric populations.

Further, in application of pre-exposure prophylaxis (PrEP), there continued in 2025 to be a push for adoption of long-acting injectables for prevention therapy. Both of these trends reflect WHO guidelines, which have evolved over the years to have a greater focus on prevention and improving quality of life and patient convenience for people living with HIV.

Partnerships and multi-stakeholder collaborations including with governments, civil society and the private sector, have been pivotal for expanding access to treatment and care for patients living with HIV. In 2025, ViiV Healthcare and the Medicines Patent Pool announced an expanded voluntary licensing agreement for long-acting injectable cabotegravir (CAB-LA) for HIV treatment. Under this updated agreement, Viatris was formally recognized as an authorized developer, manufacturer and supplier of generic CAB-LA, in combination with long-acting rilpivirine, for HIV-1 treatment. This expanded access covers 133 countries, including all least-developed, low-income, lower-middle-income and Sub-Saharan African countries.

Approximately 45% of the world's children on treatment for HIV use a Viatris product.

We continue to await approval of a dual oral pill for HIV and birth control, which was developed in collaboration with the Gates Foundation and the Children's Investment Fund Foundation. The Dual Pill (TELE) was submitted for WHO prequalification approval in January 2025.

Preferred antiretroviral therapy (ART) regimens vary globally. In higher-income countries, tenofovir alafenamide (TAF)–based regimens are generally preferred for first-line HIV treatment. However, access to TAF remains limited due to gaps in clinical data for certain patient populations—such as pregnant women and individuals with co-infections—which has restricted its inclusion in some national treatment guidelines. In addition, the absence of robust pharmacoeconomic studies demonstrating the long-term value of TAF has posed further barriers to adoption. In contrast, many low- and middle-income countries that follow World Health Organization (WHO) guidelines continue to prefer tenofovir disoproxil fumarate (TDF)–based regimens.

Our HIV Treatment Access Goal

Our Goal: Provide ARV therapy equivalent to a total of 30 million patients, including >2 million children living with HIV/AIDS, between 2022 and the end of 2025.*

Our Progress: In 2025**, we provided treatments for ~4.5 million patients, including ~281,000 children living with HIV/AIDS. Since 2022, we have provided treatments for >28.1 million patients, including >1.8 million children.

*Our ability to make progress on our goal depends on several factors, some of which are outside of our control, including the existence and funding of our distribution partners.

** The remediation activities at the Indore site have impacted our ARV therapy supply.

At Viatris, we are working to overcome these barriers by raising awareness among HCPs through roundtable discussions, disseminating national guidelines for prescribers so that patients can benefit from better treatment options and supporting clinical trials to generate data to help define future treatment strategies.

The Global Health Challenge of Tuberculosis

TB is preventable and curable, but it remains a significant health challenge around the world. TB is the leading cause of infectious disease death and among the leading causes of death for people with HIV globally.[3]

While high-income countries have progressed in reducing cases, the burden of TB continues to fall disproportionately on low- and middle-income countries because of uneven access to diagnosis and treatment.[4]

Viatris is committed to the global fight against TB. In 2025, we continued to expand access to pretomanid, a critical treatment specifically approved for adults with multidrug-resistant TB (MDR-TB). Developed through a partnership with TB Alliance, a nonprofit organization dedicated to advancing TB innovation, pretomanid is only the third new anti-TB medicine approved in over 50 years, marking a significant breakthrough. We work with key procurement agencies like the Global Drug Facility to provide accessible pricing and expand our reach to more than 100 countries. We also have an agreement with MedAccess for pretomanid that enables us to supply the product to all emerging market countries at a single access price.

In 2025, we completed two new registrations for pretomanid, and we are awaiting approval in eight more countries. In all, we have 64 current registrations for pretomanid and supplied treatment to >82,000 patients in 2025.

Sources

[1]The top 10 causes of death

[2]The impact of the PEPFAR funding freeze on HIV deaths and infections: a mathematical modelling study of seven countries in sub-Saharan Africa - eClinicalMedicine

[3]Tuberculosis

[4]Private Sector Constituency Stop TB Partnership

Viatris is also actively engaged in and contributes to the leadership of the Private Sector Constituency (PSC) for the global Stop TB Partnership. The primary focus of the PSC is to achieve a world free of TB and, until then, make diagnosis, treatment and care available to all who need it. In 2025, PSC amplified three key TB asks for the UN High-Level Meeting on NCDs: recognition of the intersection between NCDs and TB; ensuring universal access to integrated NCD, TB and other communicable disease services at primary healthcare levels; and a call to stakeholders to increase investments in NCDs, TB and other communicable diseases.

As part of managing our broad portfolio, we regularly review the products we provide across different markets, which may periodically lead to expanded registration of products with unmet need or rationalization of products that are no longer viable or in demand. Throughout this process, we work to carefully consider the availability of alternatives for patients to avoid disruption of critical medications.

Addressing Antimicrobial Resistance

Antimicrobial resistance (AMR) is a significant global health challenge. One in six bacterial infections globally is now resistant to antibiotics, and AMR could cause 10 million deaths each year by 2050.[1]

AMR occurs when microorganisms such as bacteria, viruses, fungi and parasites evolve to resist the effects of antimicrobial drugs that were once effective against them. This makes infections, if not mitigated, harder to treat by reducing the effectiveness of treatments and increasing the risk of disease spread, severe illness and even death.

Viatris takes a multi-pronged approach to actively engage in addressing AMR, both by providing access through our portfolio of more than 90 antimicrobials and in partnership with others. We are a founding member and active board member of the AMR Industry Alliance (AMRIA), the largest life-sciences coalition, with over 100 biotech, diagnostics, generics and research-based pharmaceutical companies and associations joining forces to provide sustainable solutions to curb AMR globally. We also serve as co-chair of the AMRIA Access and Appropriate Use Working group and are a member of the AMRIA Manufacturing Working Group.

AMRIA aims to contribute to lasting solutions by creating broad industry momentum and facilitating collaboration between public and private sectors. With strategic guidance from Viatris and in collaboration with WHO and other global stakeholders, AMRIA developed and published Principles for Pooled Procurement to provide

In France in 2025, early access authorization was granted to Dovprela (pretomanid), making it possible to provide this treatment to patients with multidrug-resistant tuberculosis, a serious disease for which therapeutic alternatives are limited. This scheme offered eligible patients early access to a new treatment option within a secure medical framework, without waiting for the usual reimbursement timelines.

Collaborating for Solutions to Drug-Resistant Tuberculosis

As a longstanding and active participant in events organized by the International Union Against Tuberculosis and Lung Disease (The Union), Viatris organized a scientific symposium at The Union World Conference on Lung Health 2025. The symposium focused on "Management of Drug-Resistant Tuberculosis (DR-TB)," providing a platform for expert insights, evidence-based discussions and real-world experiences related to emerging treatment strategies and programmatic implementation.

More than 100 people attended the event, which was an example of Viatris' commitment to support innovation, access and evidence-based solutions in the fight against tuberculosis, particularly drug-resistant forms of the disease.

Understanding Antibiotic Supply Disruptions

Unsustainable national pricing and procurement processes are largely responsible for supply disruptions of off-patent antibiotics across Europe, according to a 2025 New Angle study sponsored by Viatris.

The study – Securing Access, Improving Lives – examined supply disruptions across 16 European countries between 2020 and 2024, and found:[2]

- the average price of the top 10 off-patent antibiotics dropped by more than 10%, despite sharp increases in production costs and rising inflation;
- 240 antibiotics were withdrawn from the market; and
- 385 antibiotic shortages were reported.

The study provides a series of recommendations on pricing and procurement system reforms across Europe to enable the economic viability of medicines, protecting continued availability and patient access.

While optimal policies will differ based on local context, certain principles are universal. Viatris, in partnership with trade associations, is engaged in countries around the world to support policymakers in navigating the tradeoffs in utilizing procurement policies to enable access today and for the future.

Sources

[1]Global antibiotic resistance surveillance report 2025

[2]Securing access, improving lives.

recommendations for purchasers in LMICs seeking private sector participation in pooled procurement mechanisms for antimicrobial resistance products, including antibiotics and diagnostics. These principles highlight key private sector considerations as LMICs manage the multifaceted challenges of ensuring the availability and reliability of supply across WHO AWaRe categories,[1] including regulatory issues, inadequate demand forecasting, unsustainable procurement practices, and the absence of economic models that account for the full value of products.

As a founding member of Sweden's PLATINEA (PLATform for Innovation of Existing Antibiotics), Viatris in 2025 continued to support efforts to scale PLATINEA across Europe, including through promotion of a BBC StoryWorks film about the group's work.

In 2025, Viatris announced a research collaboration agreement with Locus Biosciences to develop newly engineered bacteriophage products for ophthalmic bacterial infections – conditions associated with rising rates of AMR.

Policy Solutions to Reduce Barriers to Access and Support Strong Health Systems

Most people will need many types of medicine over the course of their lifetime, for acute and chronic conditions, both infectious and non-communicable. Public policies are central factors in enabling availability of and access to these medicines at the right time, in the right place. We see an important role for a company like Viatris to leverage our broad portfolio, global presence and experiences, scientific expertise and operations knowledge to support policymakers in identifying policies that advance access to quality medicines and build systems that sustain availability while minimizing unintended consequences.

Because we have operations in countries around the world and a broad portfolio, we have insights into the trade-offs policymakers face when considering how best to develop policies that meet people's diverse health needs. These insights were especially important in 2025, as the global healthcare sector operated in an environment of heightened geopolitical tension and economic uncertainty. Trade frictions intensified across several major economies, accompanied by expanded use of tariff measures, localization requirements and strategic autonomy initiatives. While many of these policies were introduced with the objective of strengthening domestic supply security, taken together they contributed to a more complex and fragmented operating landscape, which creates challenges for sustaining access to medicines.

At the same time, persistent inflationary pressures and constrained public budgets limited investment in healthy populations, increasing the focus on cost containment even as demand for healthcare continues to grow. Adequate investment in healthcare represents significant value—not only for population wellbeing, but in economic productivity and avoiding costs associated with preventable disease progression.

Active engagement in multi-stakeholder policy dialogue locally, regionally and globally is a priority for Viatris. The world's ability to make quality-assured medicines available to those who need them as well as to make progress on the SDGs are contingent on working together inclusively – governments, private sector, civil society, people and communities - everywhere.

Around the world, Viatris is a member of 195 associations, with leadership roles in 47.

We strive to be regarded as a constructive partner to policymakers, providing technical expertise and data-driven insights to government bodies. Through consistent engagement, focused on safeguarding patient access and maintaining stable, reliable medicine supply chains, Viatris brought its real-world experience to support trade negotiations and raise awareness of the potential unintended consequences that certain measures could have on the availability and affordability of essential generic medicines relied upon by millions of patients.

These efforts are a critical part of helping policymakers understand the impacts of tariff policies on patients and provide an opportunity for discussion about thoughtful approaches to trade policies that preserve access to generic medicines.

Advancing Access to Quality Medicines

The core of Viatris' work is in developing, producing, sourcing and distributing quality-assured medicines to people around the world. The base of this business is a broad portfolio of trusted brands and generic medicines, which serve an important role in preventing and treating some of the world's most pressing health conditions.

Promoting Appropriate Use and Medicine Adherence

Appropriate use of medicine and adherence are crucial to the effectiveness of treatment, prevention of disease progression, reducing the risk of complications and minimizing the development of antimicrobial resistance. Proper adherence also helps avoid unnecessary healthcare costs and improves overall patient outcomes and quality of life.

At Viatris, we collaborate globally with organizations to promote appropriate use of medicine and adherence. Some examples of this work include the following:

- The A1H iCARE Connect+ customized Patient Support Program launched in several hospitals in Malaysia in 2025. Patients enrolled in the program receive monthly reminders on health education, refill reminders and complimentary medicines upon completing a treatment cycle of three months.
- Viatris partnered with the Saudi Hypertension Management Society (SHMS) to promote appropriate use of therapies and improve prescription adherence. Efforts included raising public awareness of hypertension and encouraging regular blood pressure screening across communities, establishing a Cardiovascular Disease Clinic for HCPs and sponsoring the Saudi International Hypertension Conference to strengthen professional education and guideline awareness.

Viatris is well positioned to support policymakers in identifying opportunities for policy changes that advance access to medicines – not just for one medicine, or one disease, but for all medicines. We adopt a systems-level approach to streamline regulatory frameworks by focusing on harmonization, reliance and agility. We engage with international, regional and local industry groups to optimize the use of industry and health authority resources, enabling more efficient regulatory assessments and accelerated and broadened patient access.

Sources

[1]The WHO AWaRe classification is a global framework for categorizing antibiotics into three main groups — Access, Watch, and Reserve.

In 2025, this work included the following:

- Explored strategies to improve access to quality-assured medicines across the Indo-Pacific region by participating in the "Protecting Our People" workshop convened by the WHO and the Therapeutic Goods Administration's Indo-Pacific Regulatory Strengthening Program.
- Led efforts to improve allergy safety in U.K. schools, including sponsoring a Westminster parliamentary event with the Benedict Blythe Foundation, supporting ministerial correspondence linked to its Safer Schools campaign and engaging through the National Allergy Strategy Group. As a result of increased awareness, statutory guidance is expected to be implemented in September 2026, mandating staff training, school-wide allergy policies and access to emergency adrenaline auto-injectors.
- Successfully advocated for a patient-centric approach to Patient Information Leaflets (PIL) for methylprednisolone in Egypt. This contribution led the Health Authority to leverage existing leaflet texts instead of imposing locally developed medical texts - ensuring consistency, clarity and alignment with international standards.
- Advanced policies that can streamline regulatory approvals and increase access to generic medicines in the U.S. Several Viatris-led policies have advanced through the legislative process, including the Medication Affordability and Patent Integrity Act and the Increasing Transparency in Generic Drug Applications Act, which aim to eliminate barriers in medicine approval processes, increasing timely access for U.S. patients.

Strengthening Resilient Global Supply

Medicine supply chains are necessarily complex and global. Inputs are sourced from hundreds of locations, medicines are produced at scale in dedicated facilities by specialized experts, and shipments are transported securely for distribution to hospitals and pharmacies in communities around the world. Supply networks are comprised of facilities in countries across continents that all play a role in serving global patient needs, not only meeting local demand.

Viatris actively participates in sector-specific and cross-sectorial organizations and programs working to identify and share comprehensive solutions to address access barriers and strengthen healthcare systems by targeting root causes rather than turning away from the global supply chain.

Some of this work in 2025 included:

- Contribution of expert insights to a panel discussion at Medicines for Europe's Annual Conference, "Building a Resilient Health Union: Security, Access, and Competitiveness." We advocated for safeguarding access to medicines across the EU by sharing with policymakers a set of recommendations to support the global supply chain and foster a sustainable market.
- Recognition by the Swiss government of the "Yes to Medical Supply Security" initiative, which Viatris helped drive. The initiative, first launched in 2024, advocates for access to approximately 600 low-cost and frequently used medicines to strengthen supply.

Building Future Access

To bridge unmet needs and enable better treatment, patients need expanded therapeutic options, whether improvements to existing medicines or novel treatments. The world continues to change, with health needs also evolving. While many of the policies we champion to advance access to quality medicines also support newer medicines, there are some aspects unique to consider in preparing for the world's future access needs.

Examples of this work in 2025 included:

- Worked with Medicines for Ireland (MFI) to successfully advocate for a new regulatory framework to enable greater access in Ireland to Value Added Medicines (VAMs). VAMs are designed to improve patient care, treatment adherence and healthcare efficiency by making improvements to existing medicines; this

Secure, reliable access to medicines is best supported by a diverse and agile global supply chain designed to respond quickly to evolving needs. No country can make every medicine it needs, and no medicine is made in every country. Protectionism and localization will not improve overall supply resiliency; policies supporting strong global supply networks are needed.

Sharing Knowledge and Building Capacity

Viatris was selected as the only industry participant at Australia's Therapeutic Goods Administration's Pacific Quality Forum, an event with regulators in Pacific Island countries to help share regulatory learnings with some of the smaller island-nation states and work toward further capacity building. The program aims to build technical capability in regulators in Southeast Asia and the Pacific and to enable access to quality-assured medical products. The expected registration in Papua New Guinea of pretomanid, a crucial antibiotic that treats serious forms of drug-resistant tuberculosis, is an example of how we are working to remove barriers to access in less developed regions.

could include changes to how the medicine is administered, the identification of new therapeutic uses, or the combination of multiple medicines in a single pill. The Irish State and MFI will work in partnership to develop this new mechanism for reimbursement of VAMs, and we believe similar policy modernizations across Europe could also enhance patient access to medicines and improve healthcare efficiency.

- Participated in efforts to modify the existing reference price regulatory framework in Spain via the incremental innovation amendment. The amendment encourages continuous improvement of existing therapies, creating an incentive for development of patient-centric enhancements and supports sustainability and innovation within the pharmaceutical ecosystem.
- Launched a European campaign: "Viatris: Unlocking European Patients' Access to Medicines," to work alongside policymakers, patient organizations and partners to build a more sustainable, resilient healthcare system that delivers for all citizens. With three priority areas – securing access to critical medicines, addressing Europe's most pressing health issues and building future access to medicines by addressing unmet needs – this campaign provides a set of recommendations to secure access for today and build future access for tomorrow.

Collaboration for Global Regulatory Capacity and Harmonization

We proactively support regulatory authorities worldwide, beginning early in our development strategy and across the product lifecycle to help enable timely drug approvals and ensure the compliance of our existing marketing authorizations. This work is vital to improving the availability and reliability of medicine supply around the world.

Viatris played an important role in the Indian Pharmacopoeia Commission's release of the Indian Pharmacopoeia (IP) 2026, which serves as a critical benchmark for quality standards in medicines across India. Viatris provided publication support for strengthening standards for antiviral therapies and enhancing quality benchmarks, among other work.

As in other areas of our work, partnerships are essential to global regulatory development and harmonization across geographies. We are a member of several working groups of the International Council for Harmonisation (ICH) and are a member of the China Society for Drug Regulation, among other groups. In India, at the request of the Madhya Pradesh State Food and Drug Administration (MPSFDA), we hosted a comprehensive training program for newly recruited drug Inspectors, focused on enhancing regulatory capabilities and advancing best practices in pharmaceutical quality and compliance.

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

Viatris participates in various government-sponsored healthcare or tender programs around the world. In the U.S., we also offer a patient assistance program that provides certain medicines for free to eligible patients with demonstrated financial need. We also operate a Viatris Patient Assistance Program. More details can be found here.

Advocating for Patients

For many people living with a disease, care extends well beyond the medicine they take. Diagnosis, access and effective treatment often depend on having the right support systems in place - advocates who can help navigate barriers, strengthen healthcare infrastructure and expand patient education and disease awareness. Challenges such as low-health literacy and misinformation can significantly impact both diagnosis and treatment adherence. Viatris works with partners around the world to help improve health literacy.

We work closely with organizations including the Boomer Esiason Foundation, the MS Society, the Cystic Fibrosis Foundation and many others to support patients. Examples of this work in 2025 included:

- Supported the Dry Eye Foundation's 2025 Dry Eye Patient Symposium in Washington, D.C., which brought together patients, advocates, and experts united by the shared goal of advancing awareness, education, and support for those living with dry-eye disease.
- Supported a Looms4Lupus Advocacy Project in the U.S. to educate the patient community in English and Spanish on how to best advocate for access to care.
- Funded the Autoimmune Association's Advocacy Resources Center and Community Summit, which provides tools, education and a virtual platform to empower patients with autoimmune conditions to advocate for better policies, access to care and support.
- Supported the We Are ILL organization to support and educate Black women diagnosed with multiple sclerosis.

OUR PEOPLE

Areas of Focus:

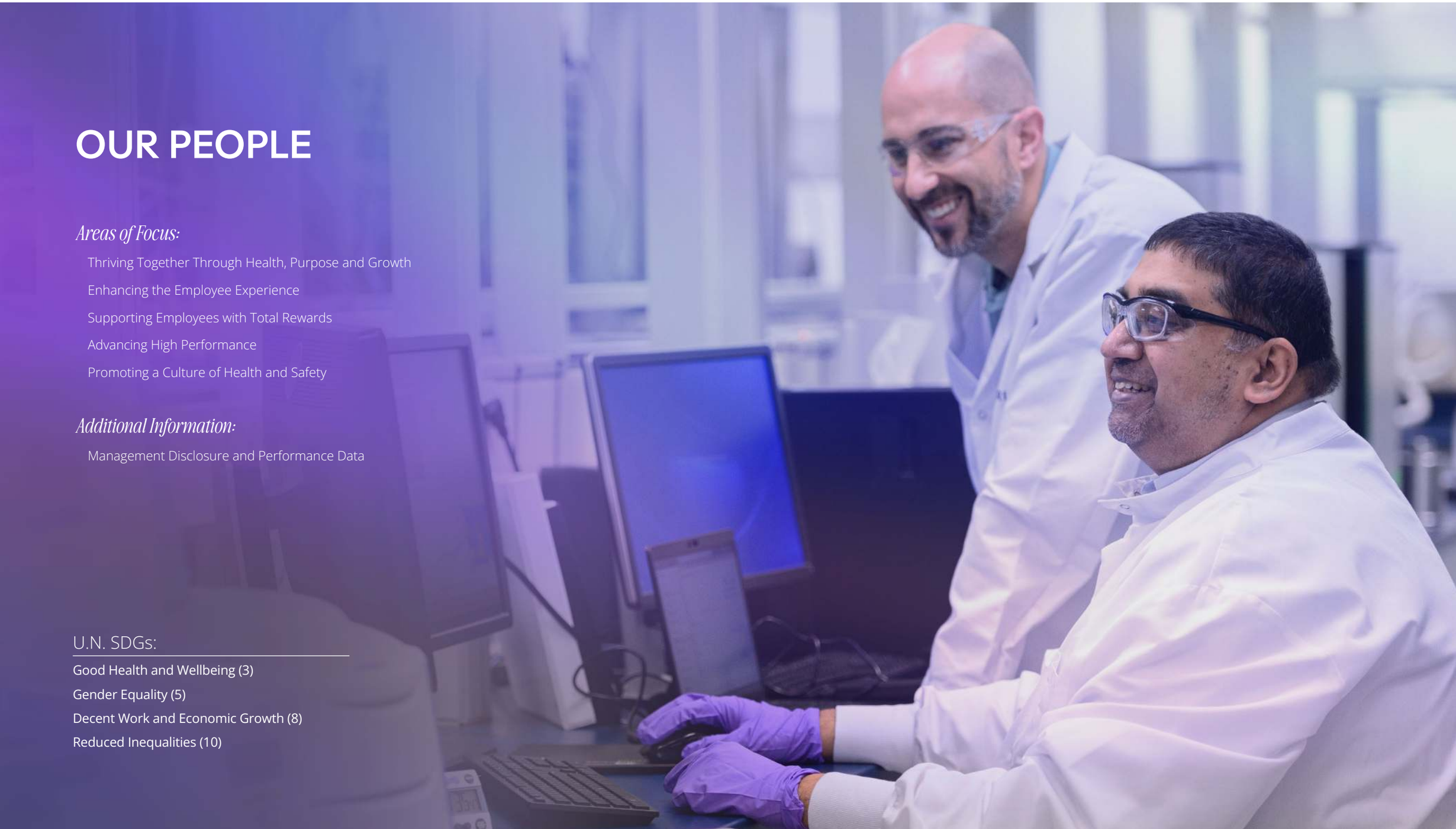
- Thriving Together Through Health, Purpose and Growth
- Enhancing the Employee Experience
- Supporting Employees with Total Rewards
- Advancing High Performance
- Promoting a Culture of Health and Safety

Additional Information:

- Management Disclosure and Performance Data

U.N. SDGs:

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



Our colleagues at Viatris are our greatest strength, playing a pivotal role in delivering medicines worldwide to patients and advancing our mission. We are committed to empowering them by prioritizing their engagement, wellbeing and growth. By investing in these areas, we enable our colleagues to thrive so we can collectively sustain focus on our strategic priorities and continue to move Viatris forward.

In 2025, our priorities centered on building the skills and capabilities essential for our future; strengthening our culture through a deep emphasis on the employee experience; accelerating our competitive differentiation; and evolving how we operate to ensure we have the structures, processes and focus required for successful transformation. We also advanced foundational frameworks designed to unify Viatris and reinforce our culture of high performance.

Thriving Together Through Health, Purpose and Growth

Our mission drives our deep commitment to the overall mental and physical health of our colleagues. Viatris' global wellbeing program, Elevate, encourages colleagues to live life fully via the principles of health, purpose and growth. In 2025, our colleagues embraced these principles through engagement in a variety of activities including our annual wellbeing challenge and Wellbeing Week; quarterly wellbeing focuses, events and messaging; and by accessing resources on various themes personalized to their wellbeing.

elevate®
Live life fully.

Health: Nourishing Physical and Mental Health

In 2025, nearly 2,500 colleagues from over 50 countries participated in the Elevate Wellbeing Challenge, a team event designed to encourage employees to take time for what fuels them professionally and personally. In total, participants took more than 270 million steps, hydrated and found their purpose in participating in unique hobbies.

During our annual Elevate Wellbeing Week, the theme "Going the Distance" encouraged colleagues to engage with their wellbeing through listening, learning and meaningful connections. Events included a former two-time Olympian speaking about the strategies and resilience required to achieve world-class success; a mindfulness speaker on empowering yourself with small yet powerful shifts to help stay focused, set healthy boundaries and embrace change; and a caregiver conversation on navigating pressure and reconnecting with what matters.

Through key global wellbeing partnerships and employee assistance programs, all colleagues at Viatris have access to wellbeing and mental health resources including immediately available mental healthcare.

Purpose: Connecting and Finding Meaning

Our efforts are supported locally through Viatris' Elevate Champions volunteer network, a group of more than 550 colleagues in over 50 countries. These ambassadors raise awareness of programs and resources, amplify messaging, encourage their peers and help ensure that essential wellbeing topics are incorporated into our everyday lives. Through all our wellbeing activities, we regularly recognize colleagues with social campaigns, peer encouragement and Elevate Champion peer-to-peer enrichment.

Growth: Finding the Path Forward

In 2025, we provided employees with practical resources about how to boost their professional development, learn new skills and more. A unique event, "Mastering Your Money in a Changing World," offered ways to build financial resilience by setting achievable financial goals and making sustainable changes to spending and saving routines. In addition, colleagues attended "Mindful Reflection," a seminar that explored the art of journaling. All colleagues have been provided with expanded learning opportunities, including newly curated academies in VOLT (Viatris Online Learning Tool) that provide comprehensive development designed to equip colleagues with the essential tools, skills and confidence needed to excel in their roles.

Enhancing the Employee Experience

Our focus on engagement further advances workplace culture by deepening insight into the colleague and candidate experiences at Viatris. As part of our listening strategy, we regularly connect with our colleagues to gain their perspectives.

In 2025, Viatris participated in the Great Place to Work® Trust Index™ survey to measure employee engagement across our workforce. More than 15,000 colleagues globally shared their perspectives about the employee experience noting that we demonstrate inclusive behaviors and treatment of colleagues, the health and safety of our workforce is a priority and that there is a strong sense of camaraderie and teamwork.

The survey is part of our overall listening strategy, which also includes human-centered listening, real-time interactions and other focused listening moments that provide insights on overall employee sentiment.

Her Health Matters

Viatris hosted a global *"Her Health Matters"* event in 2025 focused on the unique health moments that women experience. Colleagues learned about menopause, screening for women's cancers as well as other women's health priorities and how they relate to mental health.

Viatris' Chief Medical Officer facilitated the event with the Society for Women's Health Research discussing women's health matters, the importance of preventative care, health across life stages, women's health risks and mental health. More than 300 colleagues attended the live virtual event.

Workplace Culture Recognitions

- Great Place to Work in more than 50 countries and markets
- Fortune World's Best Workplaces™ in 2025
- Forbes' list of World's Best Employers 2025
- Fortune 100 Best Companies to Work For™ in Europe

Great Place to Work 2025 Local Recognitions

Country/ Region	List Name
Austria	Best Workplaces™ in Austria
Belgium	Best Workplaces™ in Belgium
Canada	Best Workplaces™ for Giving Back and Best Workplaces™ in Ontario
Korea	Best Workplaces™ for Millennials and Best Workplaces™ Working Mothers
Spain	Best Workplaces™ in Spain
Switzerland	Best Workplaces™ for Wellbeing
Taiwan	Best Workplaces™ in Taiwan
Türkiye	Best Workplaces™ in Healthcare & BioPharma
United Kingdom	Best Workplaces™ in BioPharma

Building a Culture of Connection, Mutual Respect and Inclusivity

At Viatris, our workplace culture is one of our greatest strengths. We foster a culture of connection, mutual respect, high performance and inclusivity, and we encourage colleagues to learn, grow and achieve together.

The insights from our employee engagement and listening strategies guide our efforts as we strive to create a work environment where people can feel appreciated and make an impact on the world. We seek perspective in a variety of ways and encourage healthy interactions for all. We have a variety of employee-led volunteer groups including our Employee Resource Groups (ERGs), community volunteer networks, peer mentoring groups, language learning connector networks and technical communities – fostering deep connections.

Viatris' global ERGs serve as an opportunity for volunteers to bring together colleagues from geographies and different functions with common interests and varying experiences. ERGs are voluntary and open to all colleagues to foster relationships and perspectives across the organization.

With a significant global footprint, our colleagues represent a variety of geographies, cultures and circumstances, and we support each of them doing their best work. Most of our colleagues continue to provide essential work on-site at our locations around the world to support the development and supply of medicines. For eligible colleagues, we offer hybrid and remote work arrangements and flexibility where possible.

Supporting Employees with Total Rewards

Our Total Rewards are a critical enabler of Viatris' business performance. They are fully aligned with our enterprise objectives and reflect our commitment to a rigorous, market-informed reward for performance philosophy. Through a comprehensive and competitive rewards portfolio, we support colleagues in growing their careers, performing at their best and achieving meaningful impact for the company as we strive to be a high-performing organization.

In 2025, we advanced several strategic initiatives within the Total Rewards portfolio. For example, we continued the rollout of enhanced parental leave across select countries, reinforcing our commitment to colleague wellbeing during critical life moments.

In the U.S., we modernized our health engagement program by launching Ascend, a new health incentive designed to promote proactive engagement in key health activities, from biometric screenings and preventive care to dental, vision, and supplemental health solutions for colleagues and their families.

Additionally, we completed a multi-year global compensation harmonization initiative, transitioning all legacy grading structures into one unified Viatris grade framework. This milestone establishes a consistent and scalable foundation for all future rewards programs and initiatives, including our continued commitment to compliance with global pay and transparency regulations.

As a global organization, we ensure our rewards programs are locally relevant, compliant and tailored to the needs of each market. We regularly assess competitiveness and alignment to both near-term operational priorities and long-term strategic goals. Our approach is modern, data driven, equitable and grounded in strong governance, leveraging internal and external expertise to ensure our programs are engaging, market and industry informed.

Looking ahead, Total Rewards will continue to play a central role in enabling high performance, attracting and retaining critical talent and supporting the evolving skills and capabilities required to advance our strategic imperatives. A key focus remains on strengthening

colleague understanding and engagement with available programs and incorporating their feedback to ensure our offerings remain relevant and compelling. Together, our programs demonstrate our commitment to a culture of care, where colleagues feel supported, valued and empowered to bring their best to Viatris every day.

Fair Pay

Viatris is an equal opportunity employer, and we are committed to the fair and lawful treatment of all individuals. We work to ensure that pay is fair and market competitive for all roles in each of the markets in which we employ and operate. We leverage regular reviews and guidance from internal and external experts, including market surveys and advisory services to ensure that our practices are well-informed, industry and market aligned.

We also continue to monitor and implement pay transparency and other compensation-related legal requirements across the markets in which we operate worldwide.

Supporting Colleagues as Viatris Evolves

In 2025, we initiated our enterprise-wide strategic review and communicated the results in early 2026. To organize the company for success in the subsequent multi-year transformation efforts starting in 2026, Viatris created the Transformation Office and linked key enabling functions together. This strategy aims to ensure the organization has the support model, resources and leadership in place to guide and oversee digital, cultural and structural transformation initiatives in the years to come.

We remain committed to ensuring colleagues are supported in the evolution of our business and in times of transition. Additionally, we are focused on communicating with transparency and any workforce-related actions are guided by principles and reasoning, local requirements and processes.

We endeavor to help support eligible colleagues transitioning from the company and provide them with market competitive severance benefits.

Advancing High Performance

Viatris aligns purpose, expectations and accountability while equipping individuals with the skills, capabilities and insights to succeed. When people feel valued, focused and empowered to own outcomes, teams perform at their best, accelerating patient access and our impact while delivering sustainable value for our business and shareholders.

We aim to bring this to life by creating a deep connection to our purpose-driven mission and communicating clear strategic imperatives that set the direction for our organization's priorities and focuses. We strive for exceptional results, and we back that ambition with training, learning and development resources to succeed. Throughout the year, colleagues and their managers engage in regular performance and development connections, and track their progress through performance dialogues, metrics and regular performance appraisals. In 2025, nearly 100% of all colleagues participated in performance evaluations.

Learning and Development for High Performance

We believe continuous learning is a mindset that fuels our mission. We foster learning and focused development, where every colleague is encouraged and equipped to grow professionally and purposefully. Our philosophy is grounded in the belief that when colleagues are empowered to grow and share learnings, we can all strengthen collaboration and accelerate innovation.

Through our Viatris Learning and Development (L&D) programs, colleagues are encouraged to:

- **Continuously learn**. Stay curious and build the knowledge, skills and agility to succeed in a rapidly evolving world of science and healthcare.
- **Grow intentionally**. Pursue development that inspires them to achieve their goals.
- **Learn collaboratively**. Share knowledge, teach and mentor others, and contribute to a culture of high performance.

At Viatris, all colleagues have access to resources that build critical skills through on-the-job learning, technical skills training and ongoing professional development. In addition to onboarding and technical training, colleagues complete annual compliance, regulatory, and safety programs, as well as a broad portfolio of supplemental learning opportunities.

Expanded Learning Opportunities for All Colleagues

In 2025, Viatris expanded its learning and development portfolio to further support growth and strengthen organizational capability for today and the future.

- VOLT features advanced homepage navigation assistance, AI learning assistant, collaborative learning support and updated guides.
- AI Simulations provides over 30 interactive scenarios for practicing business communication and leadership.
- 13 Academies includes focus on AI, language development, project management, management skills, Lean/Six Sigma, change readiness and functional specific focuses.
- Instructor-led workshops on conversations, coaching, trust, team cohesion, strengths-based leadership and behavioral styles.
- Advisory and custom programs that deliver tailored learning for various functions to enhance team capabilities according to specific needs.
- Capstone Programs such as the Viatris Executive Leadership Academy at Harvard Business School and the Viatris Management Coaching Program for management and top strategic leaders to enhance their skills and leadership effectiveness.

Through our enhanced VOLT, employees can access more than 12,000 assets via micro learning courses, audiobooks, books and self assessment tools, as well as curated academies, AI-driven simulations and instructor-led programs.

This year, colleagues completed tens of thousands of voluntary training courses across topics such as personal productivity, project management, leadership, communication, and AI and digital skills — demonstrating strong engagement and commitment to continuous growth.

Our VOLT Certification Center provides resources and test preparation for more than 20 professional certifications, external credentials and continuing education credits. We also support formal education through partnerships with accredited universities and leadership forums and offer tuition assistance to eligible colleagues.

Since 2023, more than 500 management-level colleagues have participated in leadership programs, including our Executive Leadership Academy at Harvard Business School. This program continues to provide a highly immersive, six-month leadership development experience — virtual and on-campus — focused on leading high-performing teams, managing change, strengthening collaboration and strategic decision-making. In 2025, more than 50 leaders participated in the program.

The Management Coaching Program was expanded this year to further strengthen leadership effectiveness. Participants benefit from unlimited one-on-one coaching, group coaching sessions and joint sessions with their managers. A comprehensive 360-degree assessment provides leaders with meaningful insight into their strengths and focused opportunities for growth, directly aligned with our Foundations for Growth leadership competencies. Through focused goal-setting and guided coaching, the program helps leaders accelerate progress on their development objectives and contribute to building a consistent, high-performance culture.

Both the Executive Leadership Academy and Management Coaching programs are key investments in our leadership pipeline, helping us to strengthen leadership continuity and readiness. In 2025, we continued our focus on identifying core, emerging and high-potential talent who are prepared for expanded responsibilities and ready to rise to new roles in the organization. We identified that 70% of senior management roles have one or more identified successors, while 20% of senior management are rated as high-potential, and 35% of senior management are rated as emerging talent indicating a healthy talent pipeline.

We also analyze and apply a range of additional metrics to monitor and ensure a strong and agile leadership pipeline, against external industry and general industry benchmarks. These insights enable proactive workforce planning.

Recruiting for Differentiated Skills and Capabilities

Our global talent acquisition teams are our leading talent ambassadors, creating strong connections with current and future talent, broadening partnerships, expanding market intelligence and reinforcing our commitment to bringing in expertise that fuels innovation and operational excellence. In 2025, we focused on identifying talent for new capabilities to support our innovative brands as well as AI, digitalization, operational excellence and data sciences.

We also offer internships and apprenticeships around the world. In 2025, we developed a global strategy for traineeship and apprenticeship programs. Our internships continue to support early career development by providing experience across a broad array of technical, operational, scientific and commercial capabilities providing a robust exposure to careers in the pharmaceutical industry and enabling participants to gain long lasting skills aligned with their academic and professional goals.

Building Language Capabilities Through Peer Mentoring

In 2025, we introduced a Collaborative Communications Buddy Program in the Emerging Markets and JANZ regions to enhance proficiency in English communications, foster cross-cultural connections, broaden business understanding and strengthen workplace relationships. The program aims to create a safe and supportive environment where participants can build confidence while improving their language skills. It also encourages the practical application of learned skills in real-world workplace scenarios, ensuring that participants not only learn but also effectively apply their communication skills in everyday professional settings. To date, more than 150 colleagues are participating and the program continues to scale expanding participant reach around the world.

Promoting a Culture of Health and Safety

Workplace safety is a priority, and we lead safety performance through effective management systems, facilities and equipment that are designed and maintained to the highest standards, and a focus on continuous improvement. No matter their role, each colleague at Viatris has a responsibility for their own safety and with the safety of their colleagues, at work and on the road.

Identifying, reporting and eliminating hazards are essential components of our safety program, which is governed by global and site-specific policies and procedures. Our proactive health and safety program reflects the variety of roles that our colleagues perform across the company, as well as risks to contractors and visitors to our locations. These programs include performing machinery risk assessments, conducting safety walkarounds, enhanced training for operating industrial vehicles like forklifts and other equipment and fall prevention programs and awareness.

Safety At-A-Glance*

Total Recordable Incident rate:
0.45, below the industry average of 1.6

Total DART Incident rate:
0.31, below the industry average of 1.1

Lost Time Incident rate:
0.21, below the industry average of 0.5

* Industry averages from U.S. Bureau of Labor Statistics

Understanding Health and Safety Risks

Our work in 2025 continued to focus on identifying the underlying causes of potential workplace incidents, unsafe conditions and incident prevention opportunities. We conducted root-cause analysis training with a third-party expert to further enhance our capability to identify the underlying causes of incidents in a more systematic, evidence-based way to drive further improvement in systems, processes, equipment and organizational factors. All site EHS leads across the entire company participated in this root-cause analysis enhancement training.

To help manage risks associated with handling chemicals or using equipment in laboratories, we are working to establish site and regional Lab Safety Steering Councils to identify and share safety best practices. These include standards for preventing injuries from working with glassware and chemicals and maintaining a clean, organized and clutter-free laboratory environment.

To reduce the risk of electrical fire and shock hazards at all of our facilities, we developed an Electrical Equipment Testing and Inspection guideline to help ensure all facilities have proper procedures in place regarding testing and inspection requirements. Further, external electrical safety audits were conducted covering all manufacturing facilities in India, Australia and South Africa. This initiative will be further expanded across locations in 2026.

Focusing on Site-Specific Health and Safety

Our sites continued work to further enhance their safety culture in 2025, with activities aligned to Viatris' Safety Culture Enhancement Roadmap. For the fourth consecutive year, sites developed cultural enhancement plans tailored to their needs. This included continuing to embed our Safety Leadership Walkaround Program, in which site leadership team members completed walkarounds at 100% of our sites. These walkarounds enable leaders to have safety conversations with colleagues on-site where work is taking place and support incident prevention activities.

Our situational awareness training, known as V-Safety, was expanded to more countries in 2025. All employees at facilities in Troisdorf, Germany, and in Chatillon and Meyzieu, both in France, were provided V-Safety training to increase understanding and awareness of the human factor causes of incidents. In addition, we increased peer-to-peer safety engagement among frontline teams with the rollout of the P2P Safety Coaching program at three locations in Europe – Komarom, Hungary; Little Island, Ireland; and Troisdorf, Germany - providing recognition for safe practices and challenge of unsafe practices.

Hosur Site Certified by International Process Safety Rating System

Viatris' Hosur, India, facility was awarded certification for the International Sustainability Rating System (ISRS), 9th Edition–Process Safety, from DNV, a global consulting and certifying agency for managing risk and supporting safe and responsible business performance.

Hosur now joins the top-ranked pharmaceutical facilities in the world that have earned this independent endorsement, which is the first for injectables and the second for the Viatris network; our Indore, India, site was recertified by ISRS for 2025. The goal is to detect, minimize and manage process-related hazards to lower the risk to process safety.

The process of obtaining the certification began in July 2024, following months of implementing new or modified procedures and systems to reduce process safety risk, conducting internal and specialized external training and conducting a thorough gap analysis. The site's final assessment was completed in January 2025, and the certification was formally obtained in April 2025.

Process safety systems are an integral part of our comprehensive safety management program, and this milestone underscores our steadfast commitment to safeguarding the health and wellbeing of our workforce and the environment.

Some sites focused on ergonomic improvements including conducting formal assessments of workstations and tasks to reduce risks. We installed collaborative robots, or COBOTs, at the Meyzieu site to work alongside employees to complete awkward repetitive manual handling tasks. Wearable devices known as exoskeletons were trialed in Chatillon, France, to reduce the risk arising from repetitive stooping and bending when loading packaging machines.

Sites in the U.S. completed several warehouse safety improvements identified in previous years' assessments. In Greensboro, North Carolina, all workstations in the warehouse with pedestrians were equipped with physical barriers to provide protection between workers and forklift traffic. Also in Greensboro, blind-corner sensors were installed that continuously monitor intersections and alert employees when another pedestrian or forklift is approaching the same corner to prevent potential collisions. In St. Albans, Vermont, pedestrian floor markings and physical barriers were installed throughout the industrial park warehouse to help ensure pedestrians are separated from forklift traffic wherever possible.

Several locations around the world conducted themed safety days to reinforce and engage colleagues on safety learning. In Little Island, a local performing arts company was brought in to act out scenarios highlighting the impact of safety incidents on colleagues' lives. In Meyzieu, a victim of a workplace injury, not associated with Viatris, visited the site and provided an impactful and motivational presentation on the importance of following safety rules. And in Troisdorf, colleagues participated in hands-on safety workshops involving gamification.

Across India, colleagues celebrated National Safety Week to raise awareness for safety throughout the workday, on the road and at home. The annual campaign has been spearheaded by the National Safety Council of India since 1971, significantly contributing to spreading safety awareness in all sectors.

Colleagues participated in a variety of workplace safety activities including first-aid workshops, safety skit competitions, cardiopulmonary resuscitation (CPR) training and emergency preparedness. At our finished-dose facility in Aurangabad, India, suggestion boxes were set up at the entrance to collect safety-themed slogans, poems, drawings and other ideas contributed by colleagues and their families.

Further strengthening our in-house emergency preparedness and response, we conducted more than 140 mock drill and fire drills by internal and external trainers covering around 8,000 members of the workforce in our manufacturing facilities in India, Australia and South Africa.

Other local safety initiatives conducted in 2025 included:

- Our team in Collins Ferry, West Virginia, participated in a hands-on fall protection training and demonstration. The on-site training included a discussion of fall protection vs. restraint systems; the "ABCs" of fall protection – anchorage, body support and connectors – rescue and recovery; and equipment inspection. The team also viewed a demonstration of suspension trauma prevention straps and other safety equipment.
- Our Fire Brigade and Trauma Team in Barceloneta and Vega Baja, Puerto Rico, further enhanced fire preparedness through live fire training.
- In Dalian, China, more than 330 colleagues completed specialized safety training for frontline production employees, focused on lockout/tagout, machinery, electrical safety and work at height.

External Health and Safety Certifications

While all sites are mandated to comply with Viatris' companywide EHS program and standards, we apply a principled approach according to which each site seeks external certification on top of adherence to Viatris' standards.

In India, all our sites are certified to the ISO 45001, a global standard for Occupational Safety and Health Management Systems that provides a focus on measuring and improving an organization's safety impact, with our site in Bangalore receiving this certification in 2025. Along with our Dailan site in China, this brings the total number of ISO 45001-certified sites to 10. In addition, the Vega Baja, Puerto Rico, site was given the star designation under OSHA's Voluntary Protection Program (VPP), which recognizes workplaces that have implemented a comprehensive safety and health management system.

These certifications and recognitions demonstrate Viatris' leadership in commitment to safe work environments and reflect the strength of our EHS management system and standards.

Promoting Industrial Truck and Pedestrian Safety

Our colleagues operate many kinds of industrial trucks, commonly known as forklifts or lift trucks, with different requirements. In 2025, Viatris implemented an Advanced Powered Industrial Truck training and testing protocol. The program included rigorous skills testing to help ensure colleagues have the proper skills to operate these vehicles safely.

We also implemented the latest pedestrian safety technologies including fleet monitoring systems, AI pedestrian detection cameras and enhanced danger zone lighting at a number of locations. Automated wheel locking systems were installed at Troisdorf and Komarom to eliminate the possibility of driving away before vehicle loading is completed.

ENVIRONMENT

Areas of Focus:

- Advancing our Efforts to Reach our Science-Based Climate Targets
- Increasing Reliability and Efficiency Across Our Supply Chain
- Advancing Responsible Water Stewardship
- Partnering in the Fight Against Antimicrobial Resistance
- Reducing Waste Across Our Facilities
- Minimizing Air Emissions
- Engaging with Our External Suppliers

Additional Information:

- Management Disclosure and Performance Data

U.N. SDGs:

Clean Water and Sanitation (6)

Responsible Consumption and Production (12)

Climate Action (13)

Partnerships (17)

The air we breathe, the water we drink and the land we live on are all factors that affect our health. As a global healthcare company, Viatris is committed to supporting human health by working to further advance sustainable operations and minimize our environmental impact while upholding a reliable supply of medicines.

Our efforts are guided by Viatris' global Environmental, Health and Safety (EHS) Management System, which is designed to help ensure compliance with evolving local regulations and global company standards and drive continuous improvement. Viatris' 13 EHS Principles serve as the foundation for all operations across our global network.

Our GHG Emissions Reduction Targets*

Our Goal: Reduce absolute scope 1 and 2 GHG emissions by 42% by 2030 from a 2020 base year.**

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

Our Progress: Through the end of 2025, we achieved a 17% reduction of our scope 1 and 2 GHG emissions compared to our 2020 base year. Through the end of 2025, we achieved a 36% reduction in our scope 3 emissions compared to our 2020 baseline, exceeding our reduction target of 25%. We will continue to reduce scope 3 emissions in line with our overall target date of 2030.***

*Our ability to make progress on our goals depends on several factors, some of which are outside of our control.
**The target boundary includes land-related emissions and removals from bioenergy feedstock.
***Adjusted for divestments in 2025 for scope 1 and 2 and rebaselined scope 3 to account for divestment activity.

Our framework covers every level of the organization, as we work to reduce greenhouse gas (GHG) emissions in our own operations and our external supply chain, responsibly manage our water use, reduce waste at every opportunity, and protect the air around us.

Advancing our Efforts to Reach our Science-Based Climate Targets

Viatris is committed to reducing absolute scope 1 and 2 GHG emissions by 42% and absolute scope 3 GHG emissions by 25%, in each case by 2030 from a 2020 baseline year. Our targets are validated and approved by the Science Based Targets initiative (SBTi), which also classified the target for scope 1 and 2 as aligned with the Paris Agreement's goal of limiting global warming to 1.5°C above pre-industrial levels. We believe our strategy is on track to deliver on our reduction targets by 2030. As we work to make further progress on our science-based climate targets and approach our target year of 2030, we will continue to assess the appropriate and science-based next phase company-wide targets towards a net zero ambition.

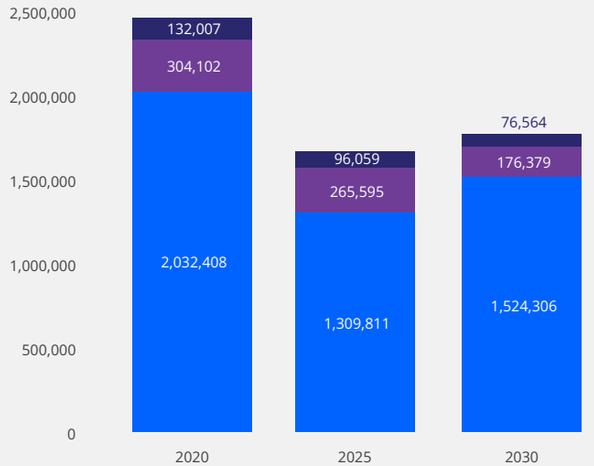
Our targets and the work to reduce GHG emissions in our own operations and external supply chain aim to reduce impact on and from climate change to further support the health of those we serve and build more resilient operations. Our work to build readiness is based, in part, on our most recent climate scenario analysis. Our updated climate scenario analysis from 2024 reconfirmed that Viatris understands its key risks and has implemented relevant plans to manage risks and opportunities related to the transition toward a low-carbon economy. These existing areas of focus are relevant to building more resilient operations and include protecting and enabling stable access to water and maintaining operations during extreme weather events.

Key pillars in our strategy to reduce GHG emissions and make progress on the SBTi targets are:

- increasing renewable energy usage;
- implementing energy-efficiency projects and technologies;
- using alternative fuels; and
- leveraging infrastructure upgrades and utility replacement projects.

We purchased 9% more renewable electricity in 2025, compared to 2024, bringing Viatris to 21% of electricity from renewable sources. The source of renewable electricity varies by sites because of availability, and we look for local opportunities to adopt these naturally replenishing energy sources. For example, at our Komarom, Hungary, facility we increased the use of renewable electricity by 35% in 2025 over the previous year. At our site in Sandwich, U.K, we transitioned in 2025 to using 100% renewable energy.

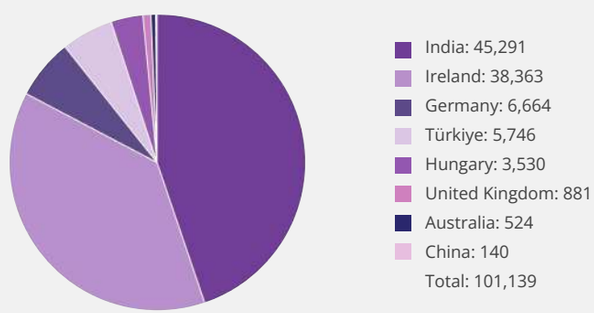
Viatris GHG Footprint Overview*



* Adjusted for divestments in 2025 for scope 1 and 2 and rebaselined scope 3 to account for divestment activity.

Sum of Renewable Electricity Used in 2025

Renewable Electricty (MWh)



Calculating Product-Level Carbon Footprint Assessments

Viatris' principal approach to reduce GHG emissions across both our own operations and the external supply chain is through companywide, science-based GHG emissions reduction targets, across scope 1, 2 and 3. In parallel, we have piloted targeted product-level carbon footprint assessments, in response to regulatory requirements and public procurement processes.

These assessments have been conducted in line with recognized carbon accounting principles, with system boundaries and emissions scopes adapted to applicable regulatory or procurement frameworks and available data.

With an access-driven, broad and diverse portfolio, companies like Viatris face unique structural challenges that significantly impact the feasibility and utility of this product-based approach. Viatris believes that environmental criteria should be measurable and unambiguous, so assessments are clear and comparable; directly targeted to true environmental impact, not proxies or vague commitments; and designed to advance sustainable practices while protecting global, diverse supply chains and preserving access to medicine.

To do this, Viatris advocates for:

- broader, company-level criteria, such as GHG emissions targets, to better reflect strategic environmental commitments and measurable actions; and
- evaluating suppliers against harmonized, science-based criteria at the company level to enable procurement systems to incentivize meaningful, system-wide improvements while maintaining supply chain resilience and ensuring equitable access to medicines.

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

We are constructing an additional solar facility in Carole Park, Australia, and have commissioned a new solar facility at our injectables site in Krishnagiri, India, where we intend to harness renewable energy to advance more sustainable operations. We have also expanded the use of LED lighting across several locations and adjusted the glycol-to-water ratio in heating systems at our Collins Ferry, West Virginia, R&D facility to significantly reduce electricity consumption. At our Galway, Ireland, site we have eliminated the use of 800 liters of diesel annually by transitioning from a diesel-driven pool car to a full electric vehicle.

At three facilities in 2025, we initiated chiller replacement projects which are expected to lower energy usage and associated emissions. At other sites, we addressed refrigerant leaks and replaced an outdated HVAC unit with a modern system using R-454B refrigerant, eliminating ozone depletion potential and reducing the system's global warming impact.

Increasing Reliability and Efficiency Across Our Supply Chain

Our work to uphold resilient operations extends beyond our own operations to external supply chain and the transportation of goods. In 2025, we continued engaging our suppliers of API, finished medicinal product, logistics and other indirect services on their GHG reduction programs to help make progress on Viatris' scope 3 reduction target.

Our three main freight transportation modes are road, ocean and air and to further shift to ocean and road freight — which is less GHG intensive than air — we have been adjusting our planning and building more time for transportation into our processes, leveraging strong demand data and forecast planning. We have a rapid response system and have established a standard operating procedure to make ocean freight our standard mode.

In 2025, we extended our Mode of Transportation (MOT) Optimization model to more sites. We decreased use of air over the prior year from 52% to 45%, while increasing our use of sea freight over the same time period, from 48% to 55%. Nearly all of our customers now have a default of sea freight on their profiles, and we have made progress on increasing full truckload shipping to optimize the transportation of products.

In 2025, three additional Viatris sites were certified to the ISO 14001 International Organization for Standardization (ISO) Environmental Management and one additional site was certified to the ISO 50001 energy management standard. These certifications demonstrate Viatris' leadership and our commitment to environmental stewardship and reflects the strength of our EHS management system and standards. For more information about our external certifications, see here.

CDP Supporter 2025

We reported on our climate program to the CDP, a global nonprofit disclosure system for environmental issues, for the ninth time in 2025. Our results remain above global and industry averages.

Water security: B | **Climate change: B**

Advancing Responsible Water Stewardship

Safe drinking water, sanitation and hygiene are essential for human health, yet over 2 billion people worldwide lack access to clean water.[1] Because of the importance of water in preventing disease and death, the UN global goals advocate for the availability and sustainable management of water and sanitation for all.

Water is important to Viatris, not only to our operations and maintaining a resilient supply of medicine, but also to the communities in which we live and work. We continuously assess and manage water impacts and wastewater streams through risk evaluations, monitoring and regular audits of all Viatris operational sites to ensure compliance with applicable regulations and company water standards.

In 2025, we completed water risk assessments for our facilities in Jadcherla, India; Johannesburg, South Africa; and Dalian, China. These locations were identified under updated guidance in 2024 of water stress areas by the World Resources Institute (WRI), along with our site in San Antonio, Texas, where we plan to complete a water risk assessment in 2026.

In addition to these assessments, we routinely track and monitor total water discharge volumes by destination at each manufacturing, packaging, large R&D and distribution site within our operational control, as part of our environmental programs. This work helps to drive continuous improvement and ensure compliance with regulations as applicable. At our manufacturing facilities, we monitor and record our water use. Wastewater destinations and the volume discharged are tracked for each site in a central database and reviewed monthly, quarterly, annually or as required.

Our locations around the world are implementing different programs to reduce the use of freshwater and increase water reuse. At our facility in St. Albans, Vermont, we upgraded more than 200 unique pieces of steam generating equipment with custom-fit 1.5-inch-thick insulated thermal blankets. This initiative is saving over 180,000 gallons of water annually in addition to providing natural gas reductions.

Our Water Goal

Our Goal: Perform water risk assessments for all locations in high or extremely high water-stress areas as identified by the World Resources Institute (WRI) and ascertain appropriate water conservation initiatives by 2025.*

Our Progress: We completed the first phase of our goal in 2024 to perform water risk assessments for all 12 sites identified under high- or extremely high water stress areas. In 2025, we completed three more facilities, which were added by WRI to the list of sites in 2024.

*Our ability to make progress on our goals depends on several factors, some of which are outside of our control.

In India, two additional manufacturing sites implemented Zero Liquid Discharge (ZLD) systems, including our new injectable facility at Krishnagiri. In all, eight locations in India apply ZLD technology, eliminating liquid discharge from the facilities. With these two additions, 80% of the total wastewater generated at these sites is recovered and recycled for utilities. This sustainable approach offsets freshwater consumption by the same quantity.

In 2025, our Carole Park, Australia, site collected more than 2,100 kl of rainwater and reused it in utilities, accounting for nearly 7% of the total water consumption of the site. We have increased rainwater utilization by more than 1,000 kl from the previous year, an increase of 85%, reducing equivalent quantity of freshwater intake.

Our Indore, India, site is another example of how we are working to reduce freshwater consumption. We have more than 40 waterless urinals and provide water-saving nozzles on taps, which together is estimated to save as much as 4,000 kl of freshwater annually.

In Vega Baja, Puerto Rico, we have implemented aggressive vacuum cleaning to extend production between cleanings, reducing water use. The team there has also optimized the reverse osmosis system at the site's wastewater treatment plant allowing for over 90% efficiency and reuse of the clean water from the system in utility processes on site. This move has reduced the quantity of water required to be extracted from the on-site well.

Expanding External Antibiotic Manufacturing Standards Certifications

Viatris' injectables manufacturing facility in Bangalore, India, received a British Standards Institute (BSI) Kitemark Certification under the AMRIA Manufacturing Standard for meeting standards aimed at minimizing the environmental risk of AMR. The certification, announced in early 2026, covers vancomycin, clindamycin and tobramycin for all dosage forms manufactured at the Bangalore site for key markets like the U.S., Australia and Malaysia. More sites in our network are working to obtain the certification, including Galway, Ireland, in the second quarter of 2026.

In 2025, Viatris also earned a BSI certification for levofloxacin and all its dosages, which are produced in bulk form for the EU market at our Carole Park, Australia, location. Two other Viatris facilities – Troisdorf, Germany, and Aurangabad, India – had previously received these certifications.

The Antibiotic Manufacturing Standard, published by AMRIA and facilitated by BSI, provides clear guidance to manufacturers in the global antibiotic supply chain to ensure that their antibiotics are made responsibly, helping to minimize the risk of AMR in the environment. These certifications provide independent, third-party assurance and demonstrate that antibiotic residue emissions from solid and liquid waste streams are effectively controlled during manufacturing.

Sources

[1]UN-Water Water Facts one pager January 2025.pdf

At our facility in Troisdorf, Germany, we have also worked to optimize cleaning processes to save water. More than 200 film-coated batches are produced annually in Troisdorf, with cleaning historically done after each batch. Following process improvements, we reduced the amount of water required by more than 100,000 liters annually.

Updates have also been made at the Damastown facility in Ireland. A reverse osmosis installation was completed in 2025 allowing regeneration water from the purified water system to be treated and reused, reducing effluent sent to a treatment plant. The site has also completed upgrades to the intermediate bulk container wash station to reduce water consumption.

Partnering in the Fight Against Antimicrobial Resistance

As previously noted in this report, Viatris is a founding board member of the AMR Industry Alliance (AMRIA), an active member of its Manufacturing Working Group and is committed to partnering across the industry to collectively advance initiatives addressing AMR.

As part of our commitment, we uphold responsible manufacturing in accordance with AMRIA's Antibiotic Manufacturing Standard. In May 2025, the AMR Industry Alliance updated its Antibiotic Manufacturing Standard to better align with the WHO's 2024 Guidance, advancing efforts to reduce AMR in the environment. The update reflects the latest science and includes stricter waste management, API discharge limits and greater supply chain transparency. All applicable Viatris manufacturing locations with antibiotic production have been internally assessed and adhere to the standard, including meeting the PNEC (RQ<1) as calculated by mass balance.

We are committed to implementing the AMRIA manufacturing standards across our external supply chain. We are continuing our supplier assessment program, completing 19 planned audits of our top antibiotic suppliers' management and performance in 2025.

Reducing Waste Across Our Facilities

Reducing waste is important for minimizing environmental impact, conserving natural resources, lowering GHG emissions and promoting more sustainable practices overall.

At Viatris, we have a strong track record of working to reduce waste being sent to landfills, which pose various environmental challenges, including contributing to rising GHG emissions. By advancing zero waste-to-landfill (ZWL) status across our locations, we are working to reduce our ecological footprint. In 2025, we achieved ZWL for all our manufacturing and packaging operations in Europe: Chatillon and Meyzieu, France; Komarom, Hungary; Troisdorf, Germany; and in Ireland at Dublin Respiratory, Damastown, both Galway sites and Little Island.

At several other sites, initiatives were undertaken to reduce waste to landfill by adopting new environmentally sustainable disposal pathways, advancing the work to become ZWL.

At our Collins Ferry, West Virginia, R&D facility, we are collecting and recycling glass and plastic chemical reagent bottles in laboratories as part of a Waste-to-Landfill Accountability and Reduction Initiative. We use reusable polyethylene drums to accumulate this waste, drum dollies to transport it, and a yard truck attachment inverter to empty full drums into the outside recycling dumpster. The process has resulted in a 10% reduction in waste to landfill and a reduced need for additional fiber drums, as well as other benefits such as a reduction in ergonomic risk from manual material handling and disposal of the fiber drums. The site has also constructed a covered area for roll-offs to more accurately capture waste generation and facilitate and encourage metals recycling.

Our Waste Goal

Our Goal: By 2030, increase the number of zero waste-to-landfill (ZWL) locations by 50% from a 2020 baseline – 10 sites increasing to 15.

Our Progress: As of 2025, 17 sites across our network have achieved ZWL, exceeding our target.

External Certification for ZWL

Two of our facilities in India have become the first in the Viatris network to achieve ZWL certification from TÜV India, a leading technical, quality and safety services organization.

The external assessment of our Complex 2 injectables manufacturing facility in Bangalore and OSD manufacturing facility in Indore certifies that we have successfully diverted at least 95% of hazardous and non-hazardous waste away from landfills through responsible processes, including recycling, reuse, reduction, composting and energy recovery. We exceeded the audit body's accounting benchmark, and the diversion was more than 99% for both facilities.

The achievement reflects our company-wide commitment to environmental stewardship and aligns with global best practices for sustainable waste management.

Viatris' Approach to Sustainable Packaging

Pharmaceutical packaging and labeling are highly regulated with the purpose of protecting the safety, quality and efficacy of medicines, and appropriate use. In that context, Viatris actively works to explore opportunities to minimize environmental impact. We focus on reducing the volume and types of materials used in packaging while managing and protecting the safety, quality and efficacy of medicines; facilitating patients' administration of medicine; and helping to ensure access to medicines and maintaining regulatory and quality standards. Cross-functional teams collaborate to minimize packaging waste in both existing products and our product pipeline.

The Global Packaging team, in collaboration with site packaging and other teams, undertook several initiatives in 2025, including reducing paper usage by approximately six metric tons at some OSD sites, reducing plastic by approximately three metric tons and reducing wood by approximately one metric ton through various packaging optimizations.

In recent years, Viatris had already carried out large-scale reduction in usage of paper, plastics, wood through packaging optimizations including changing the gauge of shrink bundle film and reducing paper usage. In 2025, Viatris advanced a pilot project on replacing leaflets that accompany medicines with QR codes in some markets by establishing processes, systems and documentation. The project was implemented in some markets in Europe and Australia in 2025. The pilot is set to expand into more markets; however, market and customer approval delays, varying technological parameters and statutory compliance rules have pushed back implementation in other markets until later in 2026.

Recycling Blister Packs in Australia

Viatris plays a key role in the Pharmacycle program, which is Australia's first and only recycling initiative for medicinal blister packs.

As an end-to-end program, Pharmacycle is a comprehensive system that manages the entire lifecycle of blister pack materials, from collection and sorting to processing and reusing them in the production of new products. Empty blister packs can be dropped off for free at pharmacy collection sites. Later, the plastic and aluminum are separated and re-purposed as construction materials and thermal blocks.

In 2025 alone, the program collected more than 94,000 blister packs, with more than 140kg of material recovered.

Also in 2025, Viatris worked to harmonize packaging across markets with a multilingual pack for Nordic markets and ARV products. We further advanced the transition to digital documentation, such as electronic batch records and specifications. This shift not only reduced paper use but also enabled faster, more accurate and more accessible information management.

Minimizing Air Emissions

Clean air is vital to good health,[1] and we work systematically to reduce air emissions across our operations. We utilize a variety of equipment to control solvent emissions and emissions from other compounds including dust collector units, thermal oxidizers and vent condensers, and scrubbers. We monitor key air emissions in our regions on a monthly basis as a part of our work to ensure stable access to high-quality medicines. Our facilities in France — Meyzieu and Chatillon — complete nitrogen oxides (NOx), sulphur oxides (SOx) and carbon monoxide (CO) monitoring on their boilers as part of a boiler efficiency every three years. And in Komarom, Hungary, NOx testing on boilers is completed every five years. Sites in Troisdorf, Germany, and Damastown, Ireland, also complete an annual solvent management plan, which demonstrated that fugitive solvent emitted from the site is less than 5% of total consumed solvent per year.

As part of our commitment to environmental stewardship and compliance with regulatory requirements, we have fulfilled our Extended Producer Responsibility (EPR) obligation by successfully collecting and recycling 225 MT equivalent of consumer plastic packaging material introduced in the India market through our products. EPR is a policy approach that holds manufacturers and producers responsible for the end-of-life management of their products. This includes the cost of recycling and disposal.

A Scalable-Model for Adopting Environmental Habits in Portugal

Viatris' team in Portugal promoted campaigns focused on cutting electricity use, reducing water waste, and lowering paper consumption at work and at home under the umbrella "The Viatris Sustainable Way — Reduce, Reuse and Rethink — Portugal." The campaigns encouraged commercial colleagues to turn off standby chargers and appliances when not in use, provided water flow restrictors and replaced digital documents for printed paper.

To support colleagues in other countries adopt similar practices, the team developed and shared two practical tools to help local teams calculate and monitor their KPIs such as electricity savings, CO_2 reduction, and paper consumption decrease.

Sources

[1] WHO Air Pollution

Engaging with Our External Suppliers

We actively collaborate with our suppliers to enhance the resiliency of our entire supply chain. As a full member of the Pharmaceutical Supply Chain Initiative (PSCI), we are working together to provide training and supplier engagement at scale to increase awareness across the collective supplier base on sustainable and responsible practices, with a focus on robust EHS and social risk mitigation and GHG reduction.

This includes completing PSCI assessments of top suppliers. In 2025, we completed more PSCI audits than we had planned for the year. In instances where a supplier is found to be high risk from an EHS perspective, a mitigation plan and corrective action plans are developed to reduce the risk.

More information on our work to promote sustainable sourcing can be found here.

PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE
Building responsible supply chains

Sustaining Biodiversity in Our Communities

Viatris recognizes that environmental and human health are connected and that biodiversity is an important aspect of working to reduce environmental impact and advance more environmentally sustainable operations. In addition to the work to progress on our environmental goals and the systematic efforts as part of our company-wide EHS management system across operations, our colleagues are always looking for opportunities to support local biodiversity initiatives in their communities.

- On World Environment Day across India, nearly 1,400 indigenous saplings were planted by Viatris volunteers to strengthen the existing green belt in and around our facilities and public areas.
- In Switzerland, Viatris volunteers helped maintain existing pastures and a light woodland area so that it can continue to serve as grazing land for cattle and as a biodiverse habitat for insects and various bird species. In the existing forest pasture, the team also helped control invasive plant species by removing autumn crocus, which is poisonous to Scottish Highland cattle.
- In Hungary, our colleagues joined a local civic initiative and took part in cleaning up the hospital park of Komárom and planting saplings in preparation for spring. The park is an important green space of the city. Our site in Hungary also remains part of the Bird-Friendly Workplace program with the Hungarian Ornithological Society, which supports local wildlife across the 4-hectare site.
- In Ireland, the team hosted its annual Honey for Hospice event, where money is raised from honey produced by bees at the on-site apiary and a bake sale to benefit Marymount University Hospital and Hospice.
- In Dalian, China, the team hosted a "Planting Green, Envisioning a Better Environment" event with colleagues and their families. The event included workshops and hands-on seed planting activities.

COMMUNITY

Areas of Focus:

- Partnerships for Reach and Impact
- Building Healthier Communities via Employee Volunteering
- Country Spotlight: A Focus on India

U.N. SDGs:

Good Health and Wellbeing (3)

Education for All (4)

Partnerships for the Goals (17)

We work to advance global health equity by building authentic and long-term relationships with communities that help us to strengthen trust, empower employees and drive lasting impact.

Viatris seeks to act in partnership with communities. By aligning our outreach with local needs and cultural contexts, we build trust and provide relevant support. Our approach includes collaborating with NGOs and health ministries to expand access to care, supporting community-led health education and awareness campaigns and engaging in transparent dialogue to understand and address local challenges.

Our global workforce is central to our mission. We foster pride and connection by encouraging employees to champion causes that reflect their passions and Viatris' values. These programs include volunteer initiatives focused on health, education and building resilience; matching gift programs; and employee-driven partnerships with local non-profits and health organizations.

Since circumstances and needs vary greatly around the world, we combine centralized corporate donations with locally sensitive and driven initiatives. To help colleagues evaluate and support community initiatives, Viatris has an internal Global Community Engagement and Giving Job Aid that is intended to provide a global overlay to existing local giving policies and procedures. The Job Aid promotes alignment across the causes Viatris supports, approvals and other considerations. Three main areas underpinned our approach through 2025: health, education and community.

Partnerships for Reach and Impact

We work together with partners around the world to leverage our collective resources and expertise to help communities achieve meaningful and lasting impact. We know we can do more when we work together, and we do that by working to be a model for sustainable access to medicine at scale and a reliable partner in addressing some of the world's most enduring health challenges.

At Viatris, we value organizations that can manage scale and great capacity combined with competency, have a clarity of purpose and mission and can successfully manage last-mile deliveries. Further, we look for organizations that have the trust of national authorities and local organizations, which is key to understanding and responding to local circumstances and ensuring aid is going where it is most needed.

In 2025, Viatris provided monetary corporate and product donations for emergency relief efforts to several long-term partner organizations that collectively have a global footprint; provide emergency support, preventive efforts and capacity building; and help communities build back from crisis. These groups include the American Red Cross, Americares, Direct Relief, Save the Children and SBP.

In 2025, we donated more than **120M doses of medicine**

Over five years, we have donated more than **1.9B doses of medicine**

for humanitarian needs through our partners around the world.

Partner Spotlight: Direct Relief

Viatris and Direct Relief share a joint commitment to improving global health. The U.S.-based Direct Relief is a humanitarian aid organization that is active in all 50 states and more than 80 countries, with a mission to improve the health and lives of people affected by poverty or emergencies. Since 2015, we donated more than 331 million doses of medicine — supporting patients and workers in over 2,000 healthcare facilities around the world.

80 Countries

708 healthcare provider recipients

>200 unique Viatris products

This support helped Direct Relief deliver more than 30 tons of requested medical aid — valued at over $4.6 million — to Jamaica, Haiti, Cuba and the Dominican Republic after Hurricane Melissa struck in 2025. In the U.S. in 2025, our support helped Direct Relief provide ongoing support in all 50 U.S. states and territories to 620 healthcare provider recipients. And in Ukraine, Direct Relief in 2025 delivered 71 different Viatris donated medicines both directly and via the WHO.

Building Healthier Communities via Employee Volunteering

Communities around the world face different challenges, and Viatris recognizes that meaningful interventions start at the local level. Through our Building Healthier Communities initiative, colleagues identify and respond to local needs through volunteering and in-kind or monetary donations. Since its inception, Building Healthier Communities has grown from a grassroots effort in Europe — where more than 4,500 colleagues participated in more than 45 Building Healthier Communities initiatives in 2025 — to a global initiative.

By empowering teams to act where they live and work, Viatris translates its global commitment into locally driven efforts that strengthen healthcare, support education and build more resilient communities year-round.

In 2025, Viatris colleagues in Europe contributed more than 9,000 volunteer hours to community projects and donated more than €145,000 to local causes.

Africa

- Colleagues prepared 500 boxes filled with essential food items for vulnerable families in Egypt in partnership with the Misr El-Kheir Foundation.
- Also in Egypt, Viatris' team planted more than 2,500 trees at several healthcare facilities to support clean air and promote a healthier environment for patients, HCPs and surrounding communities.
- In Morocco, colleagues volunteered to collect essential non-perishable items to help prepare and distribute meals to homeless individuals.

Asia

- In collaboration with the Vietnam Children's Fund organization, colleagues celebrated the International Day of Play by playing games and other activities with about 200 patients at Children's Hospital 2 in Ho Chi Minh City.
- More than 100 employees and their families helped facilitate the 25 Years Elevating Vietnam Cardiovascular Health running event, organized in collaboration with the Vietnam Atherosclerosis Society and the Vietnam Community Project Board. About 500 runners participated in the event, which raises awareness of cardiovascular health.
- Through the assistance of an NGO, Viatris Philippines provided simple tokens of appreciation and essential goods to promote wellbeing and strengthen community ties among the St. Ana Health Center healthcare workers.
- Team members in Malaysia raised funds for Persatuan Kebajikan Amal Da-Ai Malaysia, an organization dedicated to supporting vulnerable and underserved communities.
- Viatris Japan colleagues participated in Walk in Her Shoes 2025 in conjunction with International Women's Day, which included a series of walking events to raise money to benefit people in low- and middle-income countries.
- Colleagues across the Gulf region assembled 500 hygiene kits with essential items for distribution to communities in need.
- In Saudi Arabia, colleagues supported an association dedicated to caring for orphaned infants under the age of 2.
- In India, team members at the Chhatrapati Sambhajinagar site organized a blood donation camp, collecting over 200 units of blood.
- More than 90 women at the Viatris Hosur site in India participated in a breast and cervical cancer information session in partnership with the LIONS CLUB of Hosur. The session explored early detection, preventive measures, and healthy lifestyle practices.

Australia

- Colleagues across Australia and New Zealand utilized 45 volunteer days in 2025, supporting local charities and endeavors.
- Australian colleagues donated grocery items to Foodbank Australia for distributing to families in need. Colleagues also participated in volunteering opportunities at Foodbank locations, resulting in approximately 17,000 kgs of food packed to support local communities.




Europe

- In Austria, colleagues prepared 150 hot meals in one afternoon for people experiencing homelessness. The team partnered with Caritas Österreich, a long-standing local organization that runs a center offering warmth, shelter and support.
- Viatris France continued its long-standing partnership with Tulipe, an organization that centralizes donations from pharmaceutical companies and makes them available to NGOs operating in humanitarian and health emergency areas. Our colleagues helped to prepare more than 165 emergency medical kits that were shipped to communities in need.
- Colleagues in Germany spent a day with customers and staff from Frankfurter Werkgemeinschaft, a non-profit organization dedicated to the rehabilitation, inclusion, and care of people with mental illness or disabilities and also made a donation to support its ongoing programs and services.
- Viatris colleagues in Greece supported the Smile of the Child nonprofit by constructing and planting a garden that includes colorful signs and children's games. The volunteers also made Christmas cards and New Year's good luck charms for children hospitalized during the holidays.
- Across six events in the Netherlands, more than 60 colleagues volunteered their time – from gardening in shared spaces to 'gezellige' (meaning "warm and cozy") afternoons of lunch and games with elderly residents.
- Colleagues in Portugal drove nearly 300 km to deliver supplies to the communities of Batalha and Marinha Grande after devastating storms to deliver tarps, foam, protective gear and snacks for those exhausted volunteers who had chosen to be there instead of fixing their own damaged homes.
- In Slovenia, the team hosted a Viatris Family Day and Office Bazaar, where they collected donations and gift cards to support women and children affected by domestic violence.
- In the United Kingdom, 250 colleagues spent a day building 25 sports wheelchairs to donate to local charities, including Herts Disability Sports Foundation, Hertfordshire Physical and Neurological Impairment Team, Greenwich Leisure in Preston and Canterbury Christ Church University.

North America

- Viatris colleagues in New York visited patients at a children's hospital and participated in carnival games and crafts in collaboration with Project Sunshine, an organization devoted to bringing children with medical needs and their families the healing power of play.
- Colleagues in Pennsylvania and West Virginia, in collaboration with the Cystic Fibrosis (CF) community, participated in the Great Strides walks in Pittsburgh and Morgantown to help raise awareness and provide resources for those living with CF.
- In the U.S., colleagues participated in the American Heart Association's (AHA) 2025 Pittsburgh Heart Walk, raising more than $5,400 for the organization.

Building Access to Healthcare in South Africa

Viatris in 2025 supported the establishment of three public–private partnership clinics in densely populated areas of South Africa and Sub-Saharan Africa where access to healthcare services has historically been limited. These facilities established with donations to Rhiza Babuyile expand local treatment capacity while improving proximity of care for underserved communities.

In addition to strengthening people's access to care, Rhiza Babuyile's clinics contribute to economic empowerment by enabling nurse-led ownership and operation of the facilities. This approach supports both sustainable service delivery and local economic participation, aligning healthcare access objectives with community-level development outcomes.

Country Spotlight: A Focus on India

Viatris has a strong legacy of working in India to build lasting community relationships and help create sustained positive impact for society. Viatris supports several programs, often through non-profit organizations, including the Foundation for Innovative New Diagnostics (FIND India), Doctors For You and Tata Memorial Centre, among others. Since 2020, through our corporate social responsibility initiatives in India, we have screened more than 1.5 million people for tuberculosis (TB), reached over 8.4 million through cancer awareness and screening programs and further supported approximately 3,500 children in their education, building schools and healthcare facilities and empowered thousands of families by building community infrastructure, providing access to water and sanitation and livelihood programs.

With the Watershed Organisation Trust (WOTR), we support the Integrated Watershed Management project throughout 13 villages in the Sangareddy District of Telangana. The goal of the project is to enhance groundwater availability, increase agricultural productivity and create sustainable working opportunities for residents in these remote villages.

Addressing the Challenges of TB

India has the highest prevalence of TB in the world[1], and the government has made eliminating TB a priority. To support these efforts, Viatris has worked to raise awareness, improve access to diagnosis and help provide treatment adherence for people living with TB.

For example, in rural and tribal areas of Gadchiroli District, Maharashtra, where access to healthcare is limited, Viatris supported the Tuberculosis Control Initiative that included house-to-house screenings, microscopic analysis and follow-up treatment adherence to help ensure that TB cases are detected early, and patients receive the necessary treatment. The program was conducted by the Society for Education, Action and Research in Community Health, with more than 58,000 people reached from 2021 to 2025.

With Doctors for You, Viatris supported the Nikshay Mitra program, which provides nutritional, vocational and diagnostic support to TB patients. The program runs across multiple states, focusing on improving the quality of life of patients by improving access to the necessary resources to fight the disease and prevent further transmission.

In partnership with FIND India, Viatris supported identifying and diagnosing drug-resistant TB (DR-TB) patients, which is critical to curbing the spread of resistance in high-burden communities. With the support of local health systems and innovative diagnostic tools, the project aims to improve diagnosis rates, streamline treatment and develop guidance for conducting DR-TB diagnosis cascade analysis at the district level. Approximately 19,700 people have benefited from the program.

Building Access to Cancer Care

Cancer has emerged as a growing health burden in India, with an estimated risk of 1 in 9 people developing cancer in their lifetime.[2] Cancers with the most prevalence in India are breast, oral and lung cancers.[2] Through our multi-year partnership with Tata Memorial Center, we have worked to help establish standardized, comprehensive patient care and affordable access to cancer care in district-level hospitals through the Affordable Cancer Care Initiative.

Viatris supports Tata Memorial Center's Affordable Cancer Care program, which has included conducting infrastructure gap analyses in district hospitals; providing training and capacity building for regional health workers; offering training on standardized, comprehensive patient care management; and conducting workshops and seminars on best practices for standardized treatment.

The program started in six districts in Maharashtra and was then scaled to more districts before a national expansion that brought the program to several more states.

Our work to help communities in India in 2025 also included the following:

- Supplied infrastructure support to several schools including construction of a new building with a classroom, kitchen and restrooms for the Anganwadi School in Begihalli, a new classroom and restrooms for the Panchayath Union Primary School in Kurubrapally, and a new classroom for the Government Higher Primary School near our Bangalore injectables facility
- Supported Samast Magajan's Rural Transformation Development Initiative in the remote area of Hanol village for the construction of sanitation facilities and access to safe drinking water, development of internal village roads and solar street lighting, and a new rural skills center for youth and women
- Funded the building of a new hospital building at Valukad, Gujarat, which is expected to serve residents in several villages in the surrounding area
- Provided a sterile connecting device for infection control, golf carts to transport patients and an ambulance mobile car to the Government Medical College & Hospital in Chhatrapati Sambhajinagar to help strengthen patient care and operational efficiency

Sources

[1]Tuberculosis Rate by Country 2026

[2]Cancer in India: Rising Burden, Challenges & Solutions 2025

Global Sustainability Topics of Priority

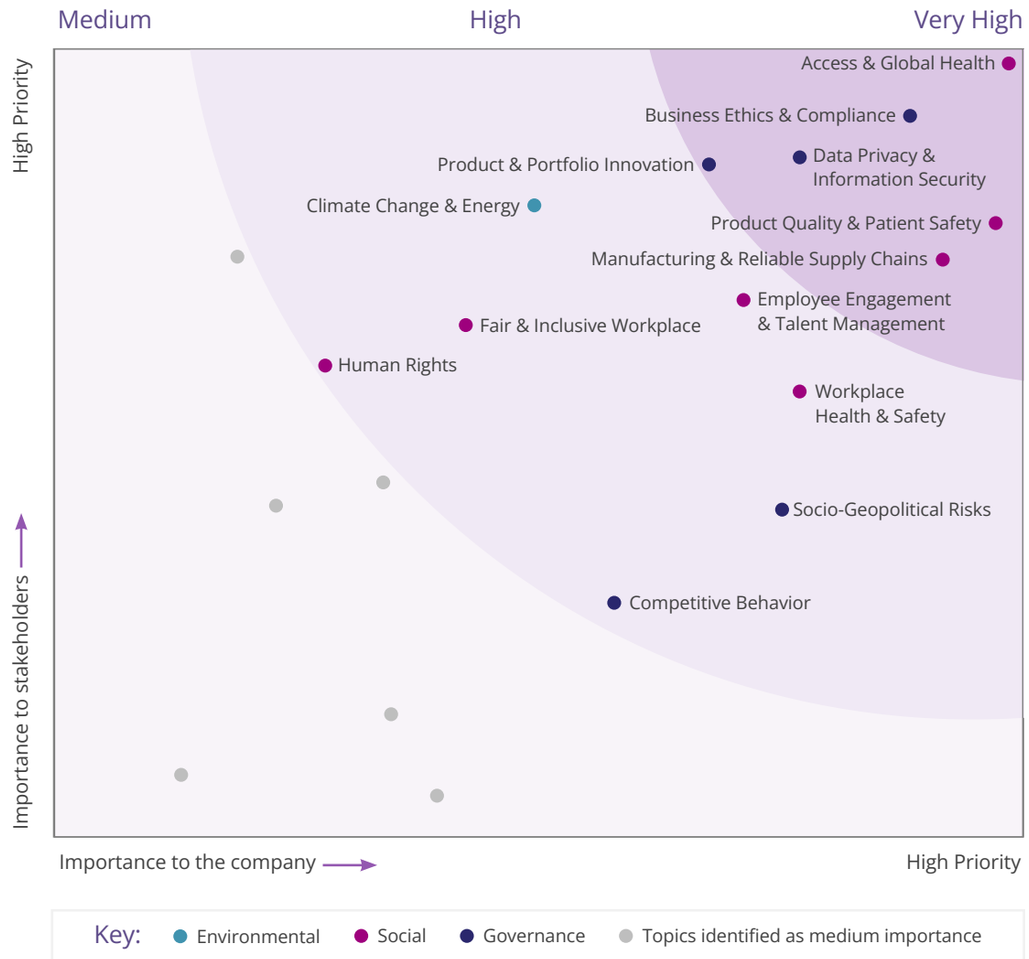
Ahead of the 2025 sustainability report publication, Viatris conducted an update of its legacy sustainability topics priority assessment. It aimed to reflect the evolving external landscape, expectations across stakeholders and key geographies and the topics we consider most relevant based on our understanding of our mission, business, operations and global workforce in the above context.

By using a third party and global AI analytics service provider, specialized in corporate sustainability-related topics assessment, our process incorporated external stakeholder perspectives including customers, pharmaceutical sector participants, investor community, regulations, civil society and policymakers. Viatris perspectives are based on information analysis, desktop study, internal insights from functional leaders and subject matter experts across key areas of the company.

The refreshed assessment is intended to inform the company's sustainability priorities and strategy, and support reporting aligned with established disclosure frameworks, including, but not limited to, the U.N. Global Compact (UNGC), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD). This assessment is an intermediate assessment as we are working through a more comprehensive double materiality assessment, in preparation for the EU Corporate Sustainability Reporting Directive.

The matrix indicates the relative degree of external stakeholder interest and potential company impact as perceived internally for the top ranked topics. The topics named within the matrix are those identified as high and very high importance, out of the full list of topics assessed.

We regularly monitor and assess external developments, including evolving statutory sustainability reporting requirements as well as sustainability related regulations and commercial preferences, to determine whether adjustments to our focus areas and priorities are needed. In addition, ongoing engagement with external stakeholders is integral to our efforts to build sustainable access at scale, providing valuable insights into stakeholder perspectives on our company and mission.



Access and Global Public Health

Our Portfolio and Reach	2023	2024	2025
Total number of doses sold	>80 billion	>80 billion	>70 billion
Number of approved molecules	~1,400	~1,400	~1,300
Number of countries and territories reached	>165	>165	>165
Major therapeutic areas	>10	>10	>10
Coverage percentage of the top 10 causes of death globally[1]	100%	100%	100%
Total investments in R&D[2]	$910.7M	$837M	$1.01B
Products in development by region[3]			
Developed Markets	200	150	~150
Emerging Markets	95	75	~70
Greater China	25	5	~5
JANZ	70	50	~40
Products pending approval by region[4]			
Developed Markets	595	450	>375
Emerging Markets	615	580	>590
Greater China	35	30	>15
JANZ	8	15	>30

As part of expanding access to medicine across geographies, in 2025, we:

- Received >650 global product approvals
- Completed >230 submissions in >130 different countries including ~50 products in Emerging Markets
- Made ~800 regulatory filings, which includes ~450 individual market submissions for Emerging and Expansion markets

Our Portfolio and Reach	2023	2024	2025
Customer service levels by region			
Developed Markets	90%	93%	91%
Emerging Markets	94%	94%	95%
Greater China	98%	100%	100%
JANZ	98%	99%	98%
Number of medicines on the WHO's list of prequalified products (including cross-listed approvals)[5]	59	50	49
HIV/AIDS	35	32	33
Reproductive health	10	2	2
TB	7	7	6
Hepatitis	4	4	4
Malaria	2	2	1
Influenza	1	1	1
Number of patents maintained to date[6]	3,300	>2,400	~1,400
Licenses via the Medicines Patent Pool[7]	9	7	8
Number of Access Countries to which Viatris supplies products out of the total Access to Medicine Foundation's list of Access Countries	99/113	100/113	96/113

Sources

[1]WHO: The top 10 causes of death
[2]Includes R&D expenses and Acquired IPR&D.
[3]Numbers have been rounded and refer to a unique molecule + dosage form by segment
[4]Numbers have been rounded (molecule + form + country)
[5]As of January 12, 2026
[6]Including active and pending patents
[7]Medicines Patent Pool

Quality and Patient Safety in Processes and Products

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

Quality Management

All of Viatris' operations, manufacturing sites and our contract manufacturing organizations (CMOs) globally are subject to robust quality infrastructure and strategy. This infrastructure is comprised of the extensive experience and expertise of our personnel and our comprehensive Global Quality policies, procedures and guidelines. These establish uniform requirements for fundamental processes and controls within our Global Quality Management System (QMS), as well as Global Quality IT systems, which are implemented and designed to establish industry best practices, consistency and global quality assurance throughout our network.

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

Our operations are subject to robust quality systems, standards and processes designed for product quality. These programs are designed and implemented across our global operations and covered by and expected to comply with statutory and regulatory requirements such as current Good Manufacturing Practices (cGMP), Good Documentation Practices (GDocP), Good Pharmacovigilance Practices (GPvP), Good Distribution Practices (GDP) and Good Clinical Practices (GCP) for all markets that they serve.

Core elements in Viatris' Quality Management System standard operating procedures include the following:

- Managerial oversight and responsibility
- Ongoing learning and continuous improvement programs
- Management of data integrity and data governance
- Recurring scheduled internal site and external supplier, contractor, distributor and service provider audits. In addition, we have a program to support Viatris sites with learning, application and process for site self-inspection.
- Testing practices and compendial compliance
- Product risk assessment - The Product Health Evaluation Program (PHE) was launched in early 2024.
  - The Product Health Evaluation program serves as a continuous improvement initiative and augments the existing Annual Product Review (APR/PQR), Continued Process Verification and investigation trending. This program provides a set of tools and resources to identify and implement enhancements to manufacturing and testing processes.
- Continual compliance monitoring and communication
- Incident investigation, complaints and corrective and preventive actions
  - The Human Error Prevention (HEP) Program was launched in 2023 to further provide a structured approach to identify the underlying reasons and solutions for human error and reduce the likelihood of reoccurrence.
- Standardized document control and change management
- Compilation, trending and review of key quality metrics

Key programs within our Quality Management organization include, but are not limited to, the following:

- Governance over our global data integrity program, including a broad scope: computerized systems, record management, documentation governance, learning management, policy, auditing, etc.

In addition to the quality standards for the development, manufacture and distribution of pharmaceutical products, several sites across our network have obtained external certification of their quality management systems, including but not limited to:

- ISO 9001 for general quality management
- ISO 13485 for quality management of medical devices
- Distribution of Medical Devices for medical device marketing

- A comprehensive cleaning program to facilitate production of quality products and a rigorous cleaning validation program that supports the implementation and ongoing utilization of robust cleaning methodology across our manufacturing network.
- Ongoing enhancements in our Quality Culture program, including leadership messaging and colleague engagement to reinforce the importance of quality compliance and the impact of non-compliance.
- Ongoing Learning Management System (LMS) enhancements to improve end-use training experience and development of additional reporting tools to monitor training completion and compliance.
- Our Product Health Evaluation (PHE) program proactively facilitates life-cycle management and continuous improvement of the manufacturing and testing processes through a structured problem-solving approach. Product Health is defined as an indication of a pharmaceutical product's ability to be consistently produced to optimal performance within the registered specifications, with minimal deviations or customer complaints, to facilitate supply continuity.

Quality Governance and Organization

Viatris has established a Chief Quality Officer, who reports directly to the CEO, and the following functions are within the overall Global Quality structure:

- Global Operations Audit and Supplier Quality Management
- Global Quality Learning and Continuous Improvement
- Global Quality Regulatory Oversight and Compliance
- Global R&D and Technical Quality
- Global OSD Quality
- Global Injectables Quality
- Global Dermatologics Quality
- Global Medical Device Compliance
- Global Clinical and Bioanalytical Quality
- Global Quality Systems and IT Quality
- Global Quality Complaints Management
- Global Quality Document Control and Change Management
- Global Quality Investigations
- Global External Supply Quality and Supply Chain Quality

While these organizational changes are already in place, we will continue to evolve our quality organization for alignment with our business operations and to support compliance with applicable standards. This transition further supports our commitment to ensuring that global quality resources are embedded within operational verticals to align closely with business units and drive consistency across sites.

As we completed our planned divestitures and the parallel consolidation and integration of Viatris' internal network, areas of particular focus included supplier quality oversight, the transition of quality standards and services as part of continued integration to support the continuation of supply and active efforts to instill the concept of continuous improvement. Also, as part of progressing integration activities, our Global Quality Policies were further evaluated and enhanced to capture best practices and to reflect current guidance, requirements and health authorities' expectations. As part of this work, we included reviews of the requirements of applicable quality guidance documents such as the FDA, EMA and International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) to help ensure that Viatris' quality systems have appropriate controls designed to prevent, identify and/or manage risk with respect to product quality. Additionally, activities are ongoing for the successful consolidation and integration of the final phase of the Upjohn integration for the Tuas site in Singapore into Viatris' systems and programs, scheduled for completion in May 2026.

We provide comprehensive and effective training designed to facilitate access to and delivery of knowledge to global operations personnel in coordination with vertical and site-based training programs. The program coordinates and standardizes training requirements, content, techniques and training delivery methods to continually strengthen our corporate learning culture. Training and learning history records are delivered and maintained as part of a validated Learning Management System (LMS) through the utilization of defined curricula and/or assignment profiles that are monitored and tracked to facilitate training compliance for all applicable personnel. To further facilitate knowledge sharing and continuous improvement, we maintain a regulatory intelligence program that provides personnel access to current global regulations, publications and industry trends.

Quality Culture

Colleagues are provided training on quality culture so that personnel have a clear understanding of our commitment to quality. Key components of this culture include the following:

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

In 2026, we are continuing to enhance our Cultural Excellence program to engage employees and reinforce the importance of quality compliance and the impact of non-compliance. Specific training sessions, town hall meetings and messaging are part of the culture program enhancement, focusing on building individual awareness about quality, reinforcing a culture of real-time feedback on quality issues and robust oversight and accountability for compliance.

All Viatris employees are mandated to take applicable trainings on an annual basis. We provide comprehensive and effective training designed to facilitate access to and delivery of knowledge to global operations personnel in coordination with vertical and site-based training programs. The program coordinates and standardizes training requirements, content, techniques and training delivery methods to continually strengthen our corporate learning culture. Training and learning history records are delivered and maintained as part of a validated Learning Management System (LMS) through the utilization of defined curricula and/or assignment profiles that are monitored and tracked to facilitate training compliance for all applicable personnel. To further help enable knowledge sharing and continuous improvement, we maintain a regulatory intelligence program that provides personnel access to current global regulations, publications and industry trends.

Our Human Error Prevention (HEP) program provides a structured approach to identify the underlying reasons and solutions for human error and reduce the likelihood of reoccurrence. HEP focuses on why a person made an error, exploring external causal factors such as environment, support systems and culture, which can be more effective than retraining or counseling alone. A quality mindset is essential to support a strong quality cultural baseline, and the HEP program provides an additional step in maintaining that strong foundation. We continue to maintain the HEP program, and sites have seen reductions in the incidence of human error.

Quality Monitoring and Assurance in Our Operations

Our Global Operations Audit program oversight is facilitated by a specially trained and qualified team of internal global audit/regulation experts, augmented and supported by independent third-party auditors and/or consultants. The global proactive internal audit program is a key component of our strategy, oversight and surveillance of the quality performance and compliance across our own network, CMOs, suppliers and service providers. It is designed to help support our goal of compliance with the Global Quality Management/Good Quality Practice and global/local cGMP regulations. Validated electronic systems are in place to track audit data, corrective actions and preventive actions (CAPAs), and to capture metrics.

- Escalation processes are in place to expedite notification of any significant findings or delays in generation/completion of CAPAs.
- Dedicated audit colleagues are assigned to Quality Operations within each vertical to participate in internal audits within that vertical.

Internal operations audits are performed on a one- to three-year cycle based upon facility type (manufacturing facility internal operations audits are performed at least annually), historical regulatory inspection performance and potential risk for each production/API site, packaging site, distribution site and laboratory site.

- Site and vertical leadership are required to collaborate to enable continued, robust processes and to periodically evaluate existing processes and risk mitigation mechanisms.

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

- Internal sites are required to formally respond to all observations from the Global Operations Audit team and take appropriate corrective and preventive actions in response to any observations, including set timelines for remediation and implementation.
- Quality Council teams at each site oversee and monitor key performance indicators, track quality incidents and identify trends that are reported globally. Additionally, the Quality Council teams have the authority to escalate incidents as appropriate.
- At the global level, quality leadership routinely reviews and monitors key performance indicators provided by the site Quality Council from each vertical/site and their respective corrective/preventive actions for incidents and trends.

The Global Operations Audit internal audit program includes expedited timelines for the issuance of observations and increased site leadership engagement to help ensure the immediate remediation of the identified observations. We maintain a strong focus on global investigations' oversight, third-party management and surveillance across our sites and further enhanced our investigatory and surveillance programs throughout 2025.

Following each internal Global Operations Audit, the inspected site is required to submit a CAPA plan to remediate any identified discrepancies. These CAPAs are submitted to our Global Operations Audit team for review and approval.

In 2025, Viatris evolved the Global Operations Audit program for both internal and external audits to a hybrid model that incorporates both on-site and virtual audits.

- In total, 667 GMP, 81 Clinical (GCP-GLP) and 55 Pharmacovigilance (PV) audits were conducted by Viatris' Global Operations Audit team at our internal facilities and external suppliers, contractors and service providers.

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

Furthermore, all CAPAs from critical, major and/or minor observations are reviewed and verified for completion by the Global Operations Audit Team prior to observation closure. In addition, CAPAs from critical and/or major observations are subject to additional review upon the next scheduled internal operations audit to ensure compliance and the CAPA plan's effectiveness.

A High-Quality External Supply Chain

Viatris relies on our partners to deliver high-quality medicines. A highly experienced Viatris cross-departmental committee, including Sourcing and Quality, undertakes a rigorous review of suppliers and third parties prior to their selection for the supply of active pharmaceutical ingredients and drug products.

- After selection, those suppliers and third parties execute an agreement that specifically details our expectations and the right to conduct regular on-site audits to evaluate ongoing compliance with regulations, maintain applicable regulatory reporting requirements and allow access to all records related to the supplied products, among other requirements.
- As part of our external audit process with suppliers, contractors and service providers, auditees are required to provide formal responses to observations cited as part of the audit to the Global Operations Audit team.

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

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

Contract Manufacturing Organization Quality Oversight

Viatris' CMOs are subject to robust quality systems, standards and processes. These are designed to comply with statutory and regulatory requirements, such as cGMP, GPvP, GDP and GCP for all markets served. Viatris systematically engages with CMOs on changes, complaints and investigations. A dedicated team for supplier qualification with a global scope is currently in place.

Working with Health Authorities

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

- Health authority inspections provide extensive external certification of Viatris' internal sites and our external contractors/suppliers and provide authorization for further production and marketing.
- We work diligently to address all observations identified by health authorities and at this time we have one open FDA Warning Letter at our oral finished dose manufacturing facility in Indore, India. The FDA also issued an import alert related to this facility affecting 11 products that will no longer be accepted into the U.S. until the warning letter is lifted. Viatris provided a formal response to the FDA Warning Letter with our comprehensive corrective/preventive action plan to address the concerns raised by the FDA. We have been in regular communication with FDA during this process and will continue to work to ensure that the FDA is satisfied with the steps we have taken to resolve all the points raised. For more information, see our other public disclosures.

In 2025, >95 health authority inspections were conducted across Viatris facilities.

Viatris Quality representatives routinely participate in multiple events with health authorities such as the U.S. FDA and industry bodies such as Parenteral Drug Association and the International Society for Pharmaceutical Engineering. These forums are designed to share experiences and approaches to facilitate sustained compliance with cGMPs by addressing emerging risks to manufacturing and supply chain reliability. The forums provide an opportunity for open discussion between FDA representatives and industry experts, offering opportunities for practical insights into building an effective quality assurance program in accordance with cGMP and global regulations.

External Engagement on Quality

Viatris actively engages and collaborates with external stakeholders to advance quality management in the pharmaceutical sector. We are members of and have representatives on key recognized industry-wide partnerships and groups such as the International Society for Pharmaceutical Engineering (ISPE) and the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH). We are active participants in ISPE's Core Team on Advancing Pharmaceutical Quality (APQ) program, an industry-led quality management maturity assessment and benchmarking program.

Global Product Safety and Risk Management

The Product Safety & Risk Management (PSRM) function operates a Global Pharmacovigilance (PV) system, supported by highly skilled, experienced medical and scientific professionals. The system is underpinned by comprehensive and robust processes, described in more than 120 global policies, standard operating procedures and work instructions, that are designed to comply with applicable statutory and regulatory requirements, such as EU Good Pharmacovigilance Practices (GVP) and General Data Protection Regulation (GDPR), across the markets we serve. These processes are focused on effective monitoring of patient safety throughout product development and during post-marketing use.

We continuously monitor and assess the benefit-risk profile of all our products through core Pharmacovigilance activities, including Individual Case Safety Report (ICSR) management, aggregate data review and reporting, signal management, risk management planning and associated implementation of interventional measures, safety communication, quality management and Key Performance Indicator monitoring.

In 2025, Viatris managed the safety of its diverse product portfolio — including prescription medicines, over-the-counter medicines, combination products, medical devices, food supplements and cosmetics and its processes by:

- Submitting over 350,000 ICSRs and more than 700 aggregate safety reports to regulatory authorities and business partners with a high compliance rate
- Maintaining more than 500 risk management plans and associated implementation of interventional measures designed to ensure that our products are used safely and effectively

PSRM is engaged in several Post-Authorization Safety Studies (PASS) to help ensure ongoing safety surveillance for approved products and to support implementation of appropriate risk minimization measures.

In 2025, 55 audits were performed by Viatris' Global Operations Auditing function. In addition, two self-inspections were concluded and seven audits were performed as part of the Risk Evaluation and Mitigation Strategy (REMS) Consortium activities, in which Viatris participated as a stakeholder. The PSRM function also hosted nine PV inspections by regulatory authorities, nine PV audits by business partners and responded to 32 questionnaires from regulatory authorities and business partners.

Pharmacovigilance Audits

The PV system is subject to internal operations audits, business partner audits and inspections by regulatory authorities worldwide. The internal audit schedule is risk-based covering all PV system processes, with audits conducted annually for global processes, every three years for global service providers and approximately once every four years or less for affiliates.

Robust processes are in place to address any observations identified during audits and inspections. These observations are thoroughly analyzed for their root cause and assessed for their impact and corrective and preventive actions are implemented, as appropriate. The effectiveness of these actions is tracked to ensure ongoing compliance with global pharmacovigilance regulations.

Pharmacovigilance Governance and Oversight

Our global PV governance committees, such as the Corporate Product Safety Committee and the Pharmacovigilance System Oversight Committee, perform periodic and ad-hoc evaluations of new safety-relevant information, helping to ensure timely communication of important new safety information to regulatory authorities, healthcare professionals and patients while providing comprehensive oversight of the compliance and performance of the Viatris PV system.

We have robust processes designed to ensure that PV obligations are consistently considered for all new, updated and terminated business relationships with third parties. PSRM collaborates with such parties to identify and assess PV requirements. Where necessary, a Pharmacovigilance Agreement (PVA) is established and implemented. Currently, the company manages more than 1,000 active PVAs across various business relationships.

In 2025, the PSRM function held two notable events.

In May, Affiliate Safety Representatives (ASRs) from our Developed Markets and Emerging Markets regions met in London with global subject matter experts, to discuss key initiatives, share market insights and challenges and recognize successes. These collaborations served to strengthen knowledge sharing in our internal network, act as a springboard for continued growth and success and contribute to the wellbeing and safety of patients worldwide.

In September, the PSRM team enjoyed celebrating World Patient Safety Day (WPSD) with Viatris colleagues across the globe. With events being held at Viatris locations, WPSD provided teams with an opportunity to engage, to remind colleagues of the importance of Product Safety and timely safety reporting and to showcase some of the excellent work done by the Safety teams in their respective countries. The celebrations provided a meaningful opportunity to reinforce our unwavering commitment to patient safety, reminding us that at the heart of everything we do, patients remain our top priority.

We continuously strive to innovate and enhance our systems. In 2025, we explored emerging technologies, including cloud-based solutions, automation, artificial intelligence (AI), data analytics and digital communication interfaces to potentially strengthen product safety evaluation, communication and risk mitigation. Any implementations of these innovations will be done in accordance with Viatris' security and privacy procedures.

Our global PSRM function operates under the Pharmacovigilance Business Continuity Plan, which provides a comprehensive framework for risk management, staffing and safety systems to ensure uninterrupted operations during unplanned disruptions.

Product Testing

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

Product Recall Management

Effective quality and product safety management systems are designed to detect and manage potential risks. These programs may result in Health Authority Notifications (such as Field Alert Reports) and/or product recalls as part of their design. Health Authority Notifications can be used to quickly identify potential quality defects in distributed drug products that may present a possible risk. Recalls are largely initiated

We provide training in accordance with the company's Pharmacovigilance Training Standards policy, which defines the curriculum, frequency, effectiveness measurements, documentation and other requirements. All employees involved in our PV system are assigned professional development training courses based on individual experience. In 2025, over 40,000 individuals, including Viatris' colleagues, temporary workers and contractors, completed the mandatory annual Basic PV training, reinforcing our commitment to patient safety and continuous professional development.

Viatris' PSRM Function continuously monitors the benefit-risk profile of company products through its robust Pharmacovigilance activities and governance, ensuring timely and compliant communication of safety information. These efforts demonstrate our commitment and responsibility to patient safety and strong governance.

voluntarily as a precautionary measure in cases of possible risk to the quality and safety of the product and/or the patient.

However, a recall decision is not always driven by quality concerns in the medicine itself and may be conducted for other reasons such as changes to artwork or labeling. There is currently no globally harmonized international standard on what constitutes a recall. Viatris has established standard best practices through the implementation of a global standard operating procedure detailing the notification and assessment of critical quality events to determine whether notification to the national health authorities and/or a recall will be conducted. Such decisions are made in alignment across Quality, Pharmacovigilance, Legal Regulatory and Communications teams including the oversight of the Head of Global Quality Operations. Each site must develop and maintain a written procedure to govern the recall of products based upon local health authority regulatory requirements in the territories in which their respective products are provided. A product recall serves to safeguard the health of patients, demonstrating our responsibility and the efficacy of the Quality Management System (QMS).

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

Conducting Responsible Clinical Development

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

Global Clinical Operations is embarking on a concerted effort to bring new medicines (NMEs) to market, thus improving patient access to needed therapies. Key events in 2025 included increasing collaborations with our partners, vendors and investigators with development plans in multiple regions throughout the world.

In 2025, we continued research activities across diverse regions in which patients may experience various healthcare and/or economic challenges and in therapeutic areas that are part of expanding Viatris' mission to promote access to medicines for research participants and patients around the world. Clinical studies continued in Europe, Africa, Asia-Pacific and North America. We expanded studies in 2025 in areas including Egypt, Lebanon, Jordan, Japan and more. Our research continued in various therapeutic areas including mental health disorders, COPD, chronic and progressive autoimmune disease and women's health, among others.

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

Clinical Trials

Clinical trials that include a wide range of patients can yield better, more robust results. As a global healthcare company serving more than 165 countries and territories, Viatris works to include varied patient populations for global studies that will be submitted for approval to health authorities around the world.

Viatris works with health authorities to enhance safety and scientific rigor in our clinical trials.

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

- Viatris is supporting drug development in multiple regions around the world with applicable development programs that allow for enrollment across a broad range, including both children and adults.
- Further, women of child-bearing potential may also enroll with adequate birth control measures in place.

Management and Oversight

To further support the direction of Viatris' portfolio with increasingly innovative assets, our Global Quality Management System (QMS) is at the core of our clinical investigations. It includes procedures on internal processes associated with drug development as well as processes for overseeing and auditing outsourced activities completed by our vendor partners.

Dedicated independent members of our Quality team conduct periodic assessments and audits across our operations and at our vendors. Any potential or actual incidents are managed through clear processes and escalated as appropriate. Our QMS requires the ongoing review of procedures to ensure continued alignment with GCP regulations and guidance documents.

Global Standards for Responsible Clinical Operations

Whether our clinical trials are performed in-house or by a qualified third party, the same global standards apply including adherence to GCP and promoting adherence to applicable policies, procedures and regulatory requirements.

Patient safety and data integrity are at the core of our program. We develop clinical study protocols for each clinical trial that contain criteria and procedures for the conduct of every trial. The procedures for clinical site assessments 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 the study's initiation through the study's completion. We work with partners to help ensure that clinical investigators are carefully screened prior to being selected to participate in a clinical study and require that clinical investigators conduct careful screening and selection of patients consistent with written study protocols.

Further, we require that all clinical studies receive review and approval from institutional review boards/independent ethics committees (IRB/IEC). These committees evaluate and provide ongoing review of clinical trials with a primary goal of ensuring patient rights and safety.

- The review of each clinical study must be properly documented for every clinical site participating in a clinical study for the company.
- IRB/IEC documentation of review/approval must be available for all clinical sites that participate in a clinical study.
- Additionally, health authorities may place clinical study activities on hold should there be concerns that warrant such action.

Viatris' governance councils, quality committees and clinical development teams oversee the conduct of clinical trials, including the 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.

- We use quality councils, governance boards and independent data monitoring committees when appropriate to support quality, safety and protection of participants in our clinical development programs.

Our standard operating procedures specifically address the requirements associated with the development of investigator brochures, clinical protocols and informed consent forms to adhere to applicable regulations.

- A cross-functional development and review process is incorporated into the procedures to help ensure that experts in various functions have input into the design and approval of these documents.
- These documents provide clinical investigators with sufficient background on the investigational product to protect the safety of research participants, validate that the clinical study is scientifically rigorous and ensure participants are well informed of the potential risks and benefits, study goals, procedures and their critical role in clinical research.
- All employees involved in this aspect of a clinical trial are subject to training for this purpose.

Risk Management in Clinical Development

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

Informed Consent

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

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

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

Trial Data Transparency

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

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

Viatris' Global Clinical Operations endeavors to continuously improve the clinical trials process through process optimization, the implementation of end-to-end innovative clinical trial solutions, as well as globally aligned systems and processes. Our priorities will always be patient safety, regulatory and protocol compliance and data integrity.

Animal Studies

We do not conduct animal testing unless it is required by national regulations. We are committed to the "3R" approach (Replacement, Reduction and Refinement) with respect to ethical animal testing. Facilities performing animal testing on our behalf are required to comply with regional scientific procedures for laboratory animal science. These facilities use and/or are approved by the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC). Our Global Operations Audit (GOA) team performs regular audits on entities and facilities involved in animal testing to help ensure compliance. In 2025, GOA audited 13 AAALAC-certified facilities.

Promoting Product Security and Fighting Illicit Medicines

Viatris operates a holistic product security program to mitigate the risks from counterfeit and other illicit products — including unlawfully diverted, IP infringing or mimic medicines — and help protect patients, the quality and efficacy of our products, the communities we serve and the trust in our brand.

We have a Product Security Governance board (PSG), with senior leaders from across our business who meet monthly to leverage our collective expertise and provide oversight of our product security efforts. Viatris' Product Security team conducts comprehensive monthly threat assessments of products in our portfolio that may be at a higher risk for counterfeiting, diversion or subject to intellectual property theft. This assessment takes into consideration several aspects including therapeutic category, dosage type, regulatory and medical affairs concerns and previous incident history.

Required Training

Throughout 2025, we have delivered training and awareness sessions to multiple Law Enforcement units via the World Customs Organisation (WCO) and Interpol specialist pharma crime units. This material included specialist forensic training, product security strategies and profiling indicators. Our training was designed not only to raise awareness, but also to improve capability, capacity and interoperability.

Our program is built on four key strategic pillars:

▸ Prepare ▸ Prevent ▸ Pursue ▸ Protect

Products with higher levels of risk are monitored across a variety of online forums, including business to business, business to consumer, consumer to consumer, social media platforms and the dark net. In addition to internal training of colleagues, Viatris has an outreach program that has delivered educational awareness on product security to law enforcement and regulatory partners in Africa, the Middle East, Europe, North America and Latin America, with plans to expand the program further across the Asia Pacific region. We are training and partnering with global law enforcement bodies such as Interpol and the World Customs Organization to maximize our reach.

External Stakeholder Collaboration

We conduct proactive investigations when there is suspicion of counterfeit or at-risk products to support health authorities and law enforcement investigations. In addition to internal resources, we collaborate with external stakeholders such as online sales platforms and customs agencies to further identify and prevent the distribution of counterfeit products by removing illicit online sites and disrupting and seizing illicit products.

Our laboratory also has a mobile testing capability that can provide dynamic support to law enforcement and regulatory partners in time-critical situations.

Viatris Supply Chain Quality, in collaboration with Global Security and with the support of Corporate Affairs, has previously arranged workshops alongside the Egyptian Drug Authority (EDA) and Qatari Ministry of Health. The topic of these workshops was “Combating Illicit Medicines.” Our unwavering commitment to patient safety and the quality of pharmaceutical products throughout the supply chain served as the driving force behind this initiative.

Suspicious Order Monitoring

We have controls to guard against theft and diversion of controlled substances and operate a system to identify suspicious orders of controlled substances. We have a cross-functional team including members from Compliance, Customer Relations, Controlled Substance Monitoring, Global Security, Distribution, Regulatory Legal and Regulatory Affairs that works to operate our strong programs designed to detect and prevent diversion within the supply chain. This cross-functional team has established partnerships with customs agents, local and federal law enforcement and state and local licensing officials. At the same time, we take steps to help ensure that patient care is not interrupted by disruptions in the flow of medication to our customers across the globe. Our suspicious order monitoring program includes, for example:

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

We have a dedicated product diversion program that encompasses anonymous reporting mechanisms, which, together with our suspicious order monitoring systems, supports risk mitigation. We have made significant investments in packaging, information technology and security features to further enhance our ability to detect and prevent the distribution of counterfeit products.

By lowering the likelihood that illicit products will enter the supply chain, we are helping to ensure the integrity of distributed products and continued access to high-quality medicine. The company has global policies to govern validation, operations, serialization and product security.

The outreach training program operated by the Global Security team is designed to raise awareness and build capacity and capability with law enforcement and regulatory partners. We are active members of a variety of industry and brand protection groups regionally as well as specialist forensic groups.

We have developed a dedicated forensics laboratory service that is able to conduct visual and chemical authentication of our products and provide expert reports and testimony to further support our government partners.

- All manufacturing sites have procedures to drive consistency in packaging, management, master data and distribution of serialized product. Among these are processes to track and trace serialized products.
- An internal product safety group assists in monitoring the supply chain to help ensure it is not breached.

Serialization

Viatris’ Center of Excellence for Global Serialization leads our work to track our products along the supply chain based on each market’s requirements, helping to ensure that medicines reaching consumers are not counterfeit, stolen or contaminated.

Governments around the world continue to enact regulations requiring serialization, with requirements varying by market. Viatris meets these requirements to help ensure patients’ access to high-quality, affordable and authentic medications. As serialization regulations continue to expand globally, Viatris’ serialization organization now supports distribution across 53 countries, with newly implemented markets in 2025 including Greece and Azerbaijan, further strengthening our presence across the EU and emerging regions.

In 2025, we continued to manage one of the industry’s largest and most complex serialization portfolios, with more than 20,000 serialized SKUs actively maintained across multiple packaging levels and nearly 9,000 SKUs processed during the year, demonstrating operational scale and lifecycle management capability.

To further improve communication and service to key stakeholders, we enhanced our digital infrastructure and data governance capabilities in 2025, reinforcing system reliability, data accuracy and end-to-end traceability across markets.

In May 2025, Viatris successfully met the regulatory deadline for manufacturers under the U.S. Drug Supply Chain Security Act (DSCSA), achieving full compliance with enhanced traceability requirements. The purpose of the requirement is for the industry to have the ability to identify and trace prescription drugs as they are distributed throughout the U.S. To achieve this requirement, unique IDs are applied to each unit of sale (bottles, cartons, bundles, cases and pallets) and used to secure, track and authenticate the distribution process.

A dedicated cross-functional team, comprising colleagues from our U.S. distribution center, Serialization, IT, Supply Chain, Internal Sites, Quality and Customer Relations, collaborates closely to maintain compliance, enhance data exchange processes and support trading partner readiness. Key capacities include:

- An alert ticketing system to capture, triage and respond to data-related events and exceptions on inbound product to our U.S. distribution center
- Maintenance of 24-hour response to customer verification requests
- Status monitoring and tracking of sending successful Electronic Product Code Information Services data to downstream trading partners
- Continuous review of customer scorecards to solve discrepancies between product and data

Beyond meeting U.S. DSCSA standards, our U.S. customer satisfaction rating averages 99%.

In 2025, we achieved a 22% year-over-year reduction in both "Batch not found" and serial number alerts under the EU Falsified Medicines Directive (FMD), reflecting continued improvements in data accuracy, message quality and end-to-end system reliability. A robust Contract Manufacturing Organization (CMO) network remains essential to maintaining serialization consistency worldwide, and in 2025 we managed more than 400 CMOs globally, onboarding 28 new partners during the year, reflecting our continued focus on partner enablement, compliance readiness and operational integration.

Serialization capabilities also supported multiple market launches, including the launch of Inpefa in the United Arab Emirates, which was done in accordance with regional traceability requirements in a key strategic market.

These operational advancements were reinforced by internal site enhancement initiatives, where upgrades to line-level serialization systems were complemented by process optimization efforts designed to streamline DSCSA readiness for wholesalers, strengthen data flows, increase compliance efficiency and safeguard production continuity.

Collectively, these efforts demonstrate the resilience, operational rigor and sustained innovation of the serialization organization as we work to build a robust, future-ready ecosystem that protects patients and supports a secure and sustainable supply chain.

Ensuring Reliable Supply Chains

As an essential business, Viatris has taken action to maintain a reliable supply of medicines, with special measures concerning critical medicines in times of volatile demand. We continually monitor potential supply risks and mitigate supply disruptions by maintaining a diverse supply network, real-time tracking of inventory, shipments and performance, and positioning inventory buffers to drive continuity of supply and help enable us to react quickly.

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

Global, diverse and flexible supply chains are key to timely and affordable access to medicine. The agility achieved through a global network improves our ability to respond to demand spikes and evolving patient needs.

Our supply network is made up of both internal and third-party manufacturing facilities across the world. This network is made up of a considered mix of local, regional and global supply sites which provides significant supply chain resiliency. However, facilities seldom only supply medicines for the local market where they reside.

As noted previously, no country can make every medicine it needs and often will rely on external inputs for those medicines that are finished locally. Proximity of component and material suppliers to our manufacturing locations is an important consideration when sourcing strategy is developed and executed. If there are constraints around supplies in a specific country, we leverage our supplier network from other countries to build resilience.

In 2025, we performed a holistic review of the business to fundamentally rethink how we work through technology-enabled innovation. We developed a phased plan to implement our findings over the next three years through implementation of new technology, strengthening our existing systems and greater structural and operational efficiency.

Our 27 manufacturing, packaging and distribution sites across 12 countries and five continents — Australia, Egypt, France, Germany, Greater China, Hungary, India, Ireland, South Africa, Turkiye, U.S., Zambia — combined with our global supply chain network-- 68 internal distribution centers and logistics service providers across 65 countries and six continents, and the facilities of the many partners with whom we collaborate on manufacturing, development, supply and logistics-- offer a worldwide, strategically located network of robust size and scope.

We have about 425 third parties across more than 500 locations that enhance our internal capacity and capabilities. As part of establishing reliable access to and supply of API, we have built long-term strategic partnerships with our API suppliers and finished dose form suppliers to mitigate disruption and build resiliency.

As part of upholding geographic diversification and flexibility, approximately 50% of our API supply comes from North America, Europe and Emerging Markets, and the rest originates from India and China, with the latter mostly supplying the local market. In India, we have manufacturing sites and key partners located across different states, which mitigates the risk of disruption in any given part of the country.

- Viatris' top 100 products are supplied by more than 180 locations from over 35 countries
- Many products are 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
- 125 locations in more than 15 countries supply API for our top 100 products

Viatris' global supply chain is strategically designed to support our business and to protect the quality and safety of our diverse and increasingly complex products. We do our best to service new demand to help ensure patients receive the medication they need. We are continuously monitoring inventory levels of our raw materials and dosage forms.

External factors with potential to impact supply are monitored closely, such as war and conflicts, environmental risks and local regulations. The strength of our global network and close partnership with strategic logistics provides and third-party manufacturing sites protects Viatris supply chains and continuity of supply. Alternative global logistics routes are being utilized where appropriate and supply is increased to mitigate longer lead times to local markets.

As noted previously in this report, we have a Rapid Response Advanced Planning system, which is a state-of-the-art technology for supply chain planning and management. The system 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 potential fluctuations in demand or supply. We have been increasing the frequency at which we refresh our safety stock settings so that we can be flexible to meet previously unmet needs and step up in instances where other companies are facing challenges to supply.

- Safety stock strategies combined with interconnected global supply chains help ensure continuity of supply for Viatris' customers while also supporting broader market requirements when competitors stock out.
- We are constantly monitoring stock levels in our local and regional warehouses.

We audit all stocking locations, adhering to GDP. We work diligently to connect teams and further enforce understanding of customer requirements and further improve forecast accuracy. Doing so helps us plan production and reduces the risk of excess stock.

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.

Upholding Strong Supplier Relationships

Our global, diversified and reliable supply chain rests on strong supplier relationships and well-established processes to manage risk and collective commitments to timely access to medicines. Viatris' Supplier Relationship Management Program focuses on risk mitigation and further enhancing long-term strategic partnerships with preferred suppliers.

Expectations from key stakeholders regarding our management of priority sustainability matters in our own operation as well as in our external supply chain are rapidly evolving. Our continued commitment to work more closely with our partners in the external supply chain is becoming increasingly important and will help us manage evolving expectations, address more complex data requests, honor voluntary commitments and be a Partner of Choice® in building more resilient and sustainable supply chains — ultimately serving patients with a reliable supply of medicines.

Advancing Sustainable Sourcing

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

Our sourcing vision is to serve as:

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

In 2025, we continued to further strengthen connectivity and ownership of sustainable sourcing components within applicable functions across Viatris. The Council for Sustainable Sourcing and Engagement is a key platform in this work and holds members from Viatris' vertical and sourcing leadership, EHS and Global Sustainability leadership, Quality, Legal, Operations, Regulatory, Compliance and Commercial. The council meets regularly throughout the year and is responsible for:

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

In 2025, we progressed on our supplier engagement program to support Viatris' target to reduce scope 3 GHG emissions by 25% by 2030, from a 2020 baseline.

Partnerships for More Sustainable Outcomes

Partnerships and collaboration are necessary for real progress, scale and lasting impact as well as to promote efficient use of limited resources across the value chain. To this end, Viatris is a full, active member of the Pharmaceutical Supply Chain Initiative (PSCI), benefiting from united principles on and helping to promote collectively responsible supply chain management and better conditions across the industry. We are active members of several PSCI working groups.

The design and application of sustainability criteria in the procurement of medicines and related policies are expanding across many geographies, with somewhat diverging areas of focus and requirements. This development brings a growing and increasingly complex administrative burden across the different stakeholders in the value chain and makes it increasingly important to leverage well-established common best practices, more streamlined implementation and follow up. By partnering with PSCI and the AMR Industry Alliance, we actively work to find synergies and enhance efficiencies across our supply chains, with the aim of allocating resources to build sustainable access to high-quality medicine.

Viatris' Supplier Code of Conduct covers the below overarching areas, with additional detailed expectations across sub-topics:

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

External stakeholders including members of our supply chain are encouraged to report any concerns via Viatris' Compliance Line, promoted on Viatris.com and in the Supplier Code of Conduct. Any topic covered in Viatris Supplier Code of Conduct can be addressed via this channel including but not limited to human and labor rights, environmental and ethics matters.

Every effort will be made to keep reports of Compliance-Related Matters (CRMs) and Other Reported Matters (ORMs) confidential to the extent possible, consistent with the need to conduct an adequate investigation and in accordance with any applicable local laws. Compliance and its partners seek to maintain confidentiality throughout the investigation process.

To learn more about confidentiality and our policies for managing reports, please see our compliance webpage.

Viatris' Supplier Code of Conduct

Our suppliers are partners in the development and supply of high-quality medicine across the world. We expect that our suppliers are committed to conducting business responsibly and in compliance with applicable laws, in support of Viatris' commitments. Viatris' Supplier Code of Conduct is the guiding document for suppliers wanting to do business with Viatris and sets a minimum standard of conduct. The code is included in all new supplier agreements and available to all suppliers and partners via Viatris' public website.

The Supplier Code of Conduct is consistent with Viatris' commitment to the U.N. Global Compact and the PSCI principles.

Supplier Code of Conduct Training and Communication

Most Viatris colleagues, including all employees involved in managing our procurement and supply chain activities, have mandatory training on Viatris' Supplier Code of Conduct (Code), including training on the topic of Labor and Human Rights. In 2025, more than 35,000 colleagues, temporary workers and contractors took the training. Further, Viatris' internal communications and certain market specific trainings instruct colleagues on how to identify risks concerning all forms of slavery and human trafficking and how to report any suspected illegal activity. To align our suppliers with the Code, we have dedicated supplier communication to our top suppliers by spend.

To further build awareness and competency and scale up more sustainable and responsible practices, all with the superior aim to build resiliency in the pharmaceutical supply chain, we leverage PSCI's supplier resources, including virtual and in-person training programs, online trainings and events such as the PSCI Supplier Conferences.

2025 PSCI Initiatives

- State of Sector Report on Decarbonization in Pharma: Comprehensive report detailing strategies deployed by 25 leading pharma companies, including Viatris.
- Decarbonisation Summit: Collaborative effort to engage suppliers by offering free tools, access to SBTI services, training materials, and coaching by leading member companies.
- PSCI India Supplier Conference: Approximately 740 participants sharing best practices and emerging trends related to the PSCI Principles.

Mitigating Supply Chain Risks

We have a robust due diligence process to better understand supplier capabilities and help ensure their ability to comply with regulatory requirements. As part of de-risking the supply chain, we also have a process for dedicated sustainability risk assessment and a third-party due diligence program focused on high-risk partners, including suppliers (see page 41).

Viatris' EHS Supplier Operations Program focuses on strategic partners including those that supply our top 100 products by revenue as well as antibiotic suppliers. The program aims to reduce business, liability and reputational risks by:

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

The program is based on the PSCI principles: Ethics, Human Rights, Health and Safety, Environment, Governance and Management systems. Viatris employs the PSCI framework in auditing our suppliers and in promoting responsible practices across our supply chain. The program provides oversight of prioritized supplier performance, works to reduce EHS and business resilience risks and supports supply continuity of products to patients. The requirements of our Global EHS Supplier Operations Program are incorporated into sourcing strategy and decisions.

As part of this program, suppliers are assigned risk ratings based on the EHS assessment. Viatris is in the fourth year of its five-year strategy to complete PSCI assessments for 105 strategic suppliers of our top 100 products by 2026, from a 2022 baseline. As noted prior in this report, we exceeded the planned number of assessments in 2025. Viatris works with suppliers to actively reduce risk and improve EHS performance by implementing timely corrective action plans.

Suppliers are evaluated and categorized based on their EHS and social risk level as acceptable, high or critical high risk. Suppliers with elevated risk levels are escalated to the EHS Governance Committee for review and endorsement of a remediation plan.

Given the ultimate purpose of maintaining a reliable supply of medicine, the individual supplier's impact on business continuity, potential alternatives and strategic importance must be considered as part of the supplier engagement plan. For a supplier with elevated risk, the remediation plan is tracked monthly. With leadership from API sourcing, OSD, Injectables, Dermatology, Operations and EHS, the Governance Committee aims to ensure a comprehensive review of the supplier's risk profile.

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

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

Source Selection

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

Our Sourcing in the U.S.

As part of our work to advance sustainable sourcing practices, uphold a reliable supply chain and drive innovation through a variety of perspectives and support local economic development, Viatris in the U.S. proactively builds relationships with the goal that a wide array of enterprises have the opportunity to do business with Viatris. This offers numerous benefits for Viatris and our partners, bringing unique perspectives, experiences and solutions, fostering creativity and driving us to perform at a higher level. Our suppliers support the development of innovative products, services and approaches that resonate with a global customer base. We also seek to contribute to economic development, job creation and community empowerment through our sourcing activities.

We continued to progress our efforts in 2025 by furthering the connectivity with the Global Sourcing team, including quarterly progress reviews, monthly and quarterly meetings with stakeholders and engagement across various Viatris departments.

Our People

Human Relations Organization and Governance

As noted previously in this report, we initiated our enterprise-wide strategic review in 2025 and communicated on the results in early 2026. As a result in 2026, Viatris created the Transformation Office and linked key enabling functions together to ensure the organization has the support model, resources and leadership in place to guide and oversee our digital, cultural and structural transformation initiatives in the years to come.

The role of Chief People and Corporate Affairs Officer, which oversees the HR function, was created under this new structure to advance the company's culture and connectivity across the globe. The Chief People and Corporate Affairs Officer reports to the Chief Administrative and Transformation Officer.

The HR function is comprised of HR Business Partners (HRBPs), Centers of Excellence (COEs) and HR Shared Services (People Solutions) operating as a scalable enabling function in support of the global, regional and local enterprise. Our priority areas are talent management, learning and development, inclusion, talent acquisition, engagement, experience and wellbeing and total rewards — compensation and benefits.

We align our people strategy to the company strategy by delivering specific solutions at the regional and local levels while operating as a global function. More details of the teams that make up our global HR function follow:

- Global COEs design HR strategies for the present and the future. COEs align HR strategy to company strategy by leveraging insights from diverse sources to bring modern, innovative and practical ideas to life. COEs design ready-to-implement solutions to deliver programming across the organization to continuously add value to the organization's people, performance and growth agendas. COEs continuously assess to ensure viability and value of programming for today and for the future, leveraging data from a variety of quantitative and qualitative internal and external sources.
- HRBPs align people strategy with business strategy, leading and influencing a talent-focused and people-first mindset with leaders, management teams and colleagues in business segments and functions at the global, regional and local levels. HRBPs help to deploy programs to their client populations and lead with the business. HRBPs provide actionable insights and guidance at all levels of the organization.
- People Solutions brings ready-to-implement HR solutions to life through services, process, technology, analytics and project management in partnership with COEs and HRBPs.

We continue to review and evolve our best practices, programs and policies, seeking to meet the needs of our business, our colleagues and our society.

Compensation and Benefits

Viatris' compensation and benefits are competitively positioned with the markets in which we operate. We manage our incentive programs actively to ensure they are performance-driven to motivate, reward and retain colleagues and attract key talent.

We offer discretionary short- and long-term compensation programs and equity grants to eligible populations. We believe these incentives help to drive our business, create shareholder value, encourage leadership behavior and recognize achievements.

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

Viatris' Total Rewards include, but are not limited to, compensation, benefits, incentives, equity, wellbeing and mobility.

Viatris Total Rewards are:

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

We continue to modernize our benefits programs to offer comprehensive support for colleagues and their loved ones. Our current health and wellbeing offerings focus on the emotional, financial, physical and social aspects of wellbeing. We provide a range of benefits globally, from education incentives to retirement savings plans to wellness programs, to help colleagues and their families achieve a healthy lifestyle. Our extensive network of partners enables us to offer solutions to meet employees where they are on their own health and wellbeing journeys.

Viatris remains committed to the fair and lawful treatment of individuals, regardless of ethnicity, gender, race or any other protected characteristics, in our compensation practices. Read the Our People chapter for more information on our activities and initiatives in the reporting year to support our workforce.

Recognizing Freedom of Association and Collective Bargaining

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

Involving Employee Representatives

We are committed to informing and consulting with employee representatives where required and routinely obtain their input, particularly regarding the work environment, employee safety and providing wages, benefits and terms and conditions of employment aligned with the market. Since 2025, Viatris has a regional European Works council in addition to national equivalents. They are worker-elected bodies that represent employees and function as a structured channel for information, consultation and participation in workplace matters.

We encourage our employees to share their opinions and any concerns across all our sites and countries. This approach is communicated via regular channels through our intranet, announcements on message boards, email and other channels, as appropriate.

Workforce Data

Workforce	2023	2024	2025
Total Workforce	41,833	35,369	34,152
Employees[1]	37,894	31,993	30,986
Contingent Workers[2]	3,939	3,376	3,166

Employees by Gender	2023	2024	2025
Female	36.4%	40.7%	40.6%
Male	63.6%	59.3%	59.4%

Senior Management by Gender	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Overall	22.7%	77.3%	26.0%	74.0%	26.2%	73.8%

Full-time Employees by Segment	2023	2024	2025
Overall	98.3%	98.3%	98.3%
Developed Markets	96.1%	96.0%	95.9%
Emerging Markets	100.0%	100.0%	100.0%
Greater China	100.0%	100.0%	100.0%
JANZ	99.2%	98.5%	98.2%

Employees by Segment and Gender	2023	2024	2025
Developed Markets	35.7%	40.5%	39.5%
Female	53.0%	53.4%	53.6%
Male	47.0%	46.6%	46.4%
Emerging Markets[3]	44.5%	38.4%	38.8%
Female	18.4%	23.5%	22.8%
Male	81.6%	76.5%	77.2%
Greater China	15.0%	15.5%	16.6%
Female	51.5%	52.8%	53.1%
Male	48.5%	47.2%	46.9%
JANZ	4.8%	5.6%	5.1%
Female	32.6%	32.5%	35.2%
Male	67.4%	67.5%	64.8%

Viatris' EEO-1 data is available on our website here.

Viatris currently reports on gender categories of female and male in accordance with the applied reporting standards.

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

[1]Employees refers to regular and fixed term employees

[2]Estimate based on internal HR information system data and does not include certain external or third-party service providers or consultants.

[3]India Operations specifically makes up 48% of Emerging Markets' employees

Our Policies

We maintain several policies governing our practices and commitments to supporting our workforce.

- Corporate Governance website
- Viatris' Policy Statement Regarding Slavery and Human Trafficking
- The Code of Business Conduct and Ethics
- Viatris Global Policy on Equal Opportunity and Inclusion
- Viatris Health and Safety Policy Summary
- Viatris Policy on Prohibiting Discrimination, Harassment and Retaliation
- Code of Ethics for the Chief Executive Officer, Chief Financial Officer and Corporate Controller

Employees by Age Group	2023	2024	2025
Average Age	40.2	40.8	41.1
Under Age 35	35.1%	33.1%	31.6%
Ages 35-54	57.0%	57.3%	51.1%
Ages 55 and over	7.9%	9.5%	11.3%
Employee New Hire Rate	**2023**	**2024**	**2025**
Overall	12.0%	10.1%	10.6%
Average Employee Tenure	**2023**	**2024**	**2025**
Overall	8.8	8.9	9.1
Employee Turnover Rate[1]	**2023**	**2024**	**2025**
Overall[2]	12.1%	27.0%	12.8%
Female	13.9%	16.5%	13.7%
Male	11.1%	33.8%	12.2%
Voluntary Employee Turnover	7.1%	7.4%	8.3%
Female	7.7%	8.0%	8.2%
Male	6.7%	7.1%	8.4%
Involuntary Employee Turnover[4]	1.8%	3.7%	3.2%
Female	2.1%	4.0%	3.6%
Male	1.7%	3.6%	2.8%

[1]Reasons such as ill health, death, mutual agreements, and divestitures, among others, are classified as "Other" turnover and are included in the Overall Turnover Rate.
[2]The overall turnover rate for 2024 includes the impact of previously announced divestitures, including the divestiture of manufacturing facilities where a majority of impacted employees were male.

Board Composition	2021[1]	2022[2]	2023[3]	2024[4]	2025[5]
Total # of Board Members	13	13	11	12	13
By Gender					
Female	3	4	3	3	3
Male	10	9	8	9	10

To learn more about the background and perspectives of the members of the Viatris Board, please see the Viatris 2026 Proxy Statement.
[1]As of October 22, 2021
[2]As of October 24, 2022
[3]As of November 3, 2023
[4]As of October 25, 2024
[5]As of April 2, 2026

Environment, Health and Safety

Global EHS Management System and Governance

As noted earlier in the report, Viatris' global EHS management model serves to support compliance with local regulations and global company policies and requirements, along with fostering a culture of ongoing improvement.

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

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

- Safety
- Waste management
- Wastewater management
- Incident management
- Chemical management
- Process safety
- Ozone-depleting substances and refrigerant management
- Air emissions
- Pharmaceuticals in the environment
- Energy management
- Water management

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

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

The Chief Supply Officer oversees supply operations within the company and provides guidance and strategic direction on operational themes including environment, health and safety and climate change topics. The Global EHS function is integrated across the organization and reports to the Chief Supply Officer, who reports to the CEO.

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

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

Continuous Improvement

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

Our Policies

We maintain several policies governing our global EHS practices and commitments for own operations and the external supply chain, including:

- Viatris Environmental Stewardship Policy Summary
- Viatris Climate Change Policy
- Viatris Water Policy
- Viatris Health and Safety Policy Summary
- Viatris Code of Business Conduct and Ethics
- Viatris Supplier Code of Conduct

Viatris' 13 EHS Principles

1: Management and Leadership Accountability

2: Risk Assessment and Management

3: Regulatory Compliance Management

4: Emergency Response and Preparedness

5: Incident Management

6: Environmental Sustainability and Stewardship Policy

7: EHS Training

8: Information Systems and Performance

9: Contractor and Supplier Operations

10: Occupational Toxicology and Industrial Hygiene

11: Facility Acquisition, Divestiture and Design Requirements

12: Change Management

13: Assessment and Improvement

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

1. Plan: Determine potential gaps between where we are versus where we want to be
2. Implement: Close the potential gap
3. Check: Measure implementation performance
4. Performance improvement: Consider where we could be

Internal EHS Assessments and Audits

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

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

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

Risk Management

At Viatris, we evaluate EHS risks for our colleagues, products, processes and facilities. Per company policies, the Global EHS Management System and technical requirements, each site must utilize EHS risk assessments using a formal process to analyze EHS risks and maintain continuous improvement plans. We assess risks to our network on an ongoing basis and take measures as appropriate to help ensure we can maintain a safe and stable supply of medicines. Environmental risk management plans include mitigating climate change risks. As part of our risk mitigation efforts, we evaluate natural hazards and impacts from climate change across our operations. Also, our risk mitigation program covers management of ozone-depleting substances, refrigerants and GHG emissions, improving water management and increasing recycling efforts.

Other areas of focus include:

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

Health and Safety Performance

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

Across all locations, protecting Viatris employees, contractors and visitors remains a vital priority. Contractors and visitors are covered by site-specific EHS policies and procedures.

Our VSafety training programs throughout Europe and North America aim to reduce the frequency and severity of incidents where the human factor is a key contributor. Specifically, these programs give colleagues the skills and understanding to recognize and deal with the various distractions in daily life that can result in injury, whether at home, at work or behind the wheel.

While all sites are mandated to comply with Viatris' company wide EHS program and standards, we apply a principled approach according to which each site seeks external certification on top of adherence to Viatris' standards. We have received Health and Safety certifications at 26% of our sites,[1] reflecting the strength of Viatris' own EHS management system and standards.

Sites across our internal network that hold external certifications include ISO 45001: 8 (India), 1 (Greater China), 1 (Middle East; OSHA VPP 1 (U.S.)

External Certifications	2023	2024	2025
Number of sites certified to OSHA's ISO 45001	15	9	10
Number of sites certified to U.S. OSHA VPP	1	1	1

- Number of sites with external certifications decreased after 2023 due to the impact of divestitures.

[1]Calculation of the number and percent of sites certified is based on definitions provided by ISO certification standards. These numbers may differ from Viatris' definition and count of sites used elsewhere in our public disclosures.

Health and Safety Performance	2023	2024	2025
Total Recordable Incident Rate (Recordable cases per 200,000 (hours worked)	0.51	0.49	0.45
Total DART (Days Away, Restricted, or Transferred) Incident Rate (cases per 200,000 hours worked)	0.31	0.38	0.31
Total Lost Time Incident Rate (Lost time cases per 200,000 hours worked)	0.28	0.34	0.21
Work-related fatalities[2]	1	0	0

- Data as of March 2026. Prior year 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.

[2]Only includes Viatris employees and not contingent workers.

More details from our 2025 reporting year on EHS are available here.

External Certifications

As noted previously, all sites are mandated to comply with Viatris' companywide EHS program and standards, and we apply a principled approach according to which each site seeks external certification on top of adherence to Viatris' standards. We have received ISO Environmental Management certifications at 36% of our sites,[1] reflecting the strength of Viatris' own EHS management system and standards. Sites across our internal network that hold external certifications include:

- ISO 14001: 9 (India), 1 (Greater China), 1 (Middle East), 2 (Europe)
- ISO 50001: 2 (Europe)

External Certifications at Viatris sites	2021	2022	2023	2024	2025
Number of sites certified to ISO 14001	17	17	17	10	13
Number of sites certified to ISO 50001	7	7	7	1	2

- Data as of February 2026. 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
- Number of sites with external certifications decreased after 2023 due to the impact of divestitures.

[1]Calculation of the number and percent of sites certified is based on definitions provided by ISO certification standards. These numbers may differ from Viatris' definition and count of sites used elsewhere in our public disclosures.

GHG Emissions and Climate Change

As noted previously in the report, our companywide GHG reduction targets are validated and approved by the SBTi. Key actions and strategies for making progress toward our SBTi climate targets include:

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

We recognize the focus on relevant information concerning the management of climate-change risks and opportunities through the enhanced disclosure recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We continue to incorporate its recommendations into our strategies and disclosures. We reported on scope 3 emissions data in the 2025 CDP climate program report, available on the CDP public response page and on our website.

Energy Consumption (GWh)*	2020	2021	2022	2023	2024	2025
Total electricity purchased	**533.9**	**502.9**	**469.2**	**475.7**	**485.6**	**492.3**
Renewable electric sources	58.7	58.1	66.3	68.7	92.2	99.2
Non-renewable electric sources	475.0	444.6	402.6	406.6	392.9	391.2
On-Site Renewable Electricity Generated	0.2	0.3	0.3	0.4	0.5	2.0
Total fuel purchased (GWh)	**628.1**	**623.8**	**574.2**	**545.1**	**533.7**	**555.7**
Biomass	9.5	8.9	49.4	78.8	84.6	92.3
Fuel Oil	165.3	142.5	99.1	42.1	43.9	60.5
Natural Gas	258.1	230.9	176.9	168.3	153.8	152.5
LPG	141.0	182.9	191.7	196.0	185.2	180.2
Others (including steam)	54.2	58.7	57.0	60.0	66.3	70.3
Total energy consumption (GWh)	**1,162.0**	**1,126.7**	**1,043.4**	**1,020.8**	**1,019.3**	**1,048.1**
Energy Intensity Ratio (GWh/million USD revenue)	0.064	0.063	0.064	0.066	0.069	0.073

- The Data Excludes the divested sites and as such all historical data was modified to give an accurate picture of our operations over time.

Greenhouse Gas Emissions (thousand metric tons CO_2e)	2020	2021	2022	2023	2024	2025
Total GHG emissions	**436.1**	**405.9**	**368.1**	**353.7**	**355.8**	**361.7**
Scope 1 GHG emissions[1]	132.0	130.1	110.6	95.8	96.4	96.1
Scope 2 GHG emissions (Market-based)[1]	304.1	275.8	257.4	257.8	259.4	265.6
Scope 3 GHG emissions (Category 1-4)[2]	2,032	2,052	1,959	2,154	2,154	1,320
Total GHG Emissions Intensity Ratio (metric tons CO_2e/million USD revenue)*	23.9	22.8	22.7	22.9	24.1	25.3

1. Scope 1 & 2 emissions have been rebaselined to account for the divestitures completed in 2025.
2. Scope 3: 2020 Emissions have been rebaselined to account for the divestitures completed in 2024.

* The 2020 Revenue is the unaudited combined company revenue as stated on p. 99 of the annual report on Form 10-K for the Fiscal Year ended Dec. 31, 2021. This is used for modeling purposes to provide an equitable year-on-year comparison for the intensity metrics.

- Reflects the divestiture of sites sold in 2021, 2023, 2024 and 2025.
- Operational control model used, this includes manufacturing, packaging, research and development, distribution and large commercial facilities.
- Data has been adjusted to account for acquisitions and divestitures completed as of Dec. 31, 2025, in accordance with the methodology prescribed in the WRI Greenhouse Gas Protocol.
- Excludes data and sources from employee travel and commutes, small administrative/lab sites, small warehouses and other business transportation.
- Data does not include process emissions from manufacturing or emissions from insignificant sources such as welding gases, lab gases, fire extinguishers, dry ice, etc.
- All solvent combustion in air pollution control devices in scope 1 emissions is treated as butane.
- 2025 scope 1 & 2 GHG emissions verification completed. This was conducted by a third-party to a reasonable level of assurance in accordance with ISO 14064-3:2019 against the requirements of WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard and the WRI/WBCSD GHG Protocol – Scope 2 Guidance – Amendment to the GHG Protocol Corporate Standard.
- Where applicable, historical data has been restated due to improved data quality.

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

Water and Wastewater Management

Access to clean, readily available water is critical to a reliable production of pharmaceuticals, and we work proactively to protect water resources and continue to improve our water management practices and systems.

We set a target to perform water risk assessments for all locations in high or extremely high-water stress areas as identified by the WRI by 2025. In 2024, we completed the first phase of our goal to perform water risk assessments for all 12 sites identified as high- or extremely high-water stress areas under the then-existing WRI guidance. In 2025, we completed assessments for three additional sites identified as high- or extremely high-water stress areas under updated guidance from WRI. One more assessment is planned for 2026. All operations sites are periodically audited to help ensure compliance with local regulatory and internal standards.

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

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

Water Use and Discharge Summary (thousand m^3)	2021	2022	2023	2024	2025
Total water withdrawal	2,782	2,534	2,676	2,575	2,574
Total water recycled and reused	425	444	454	468	656
Total water discharged	1,467	1,240	1,260	1,279	1,221
Sites with zero liquid discharge (ZLD) systems	5	6	6	6	8

- Data has been adjusted to account for divestitures completed as of Dec. 31, 2025.
- 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.

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

Manufacturing Effluent Risk Assessments

As part of Viatris Global EHS Management System, we have a program and technical requirement dedicated to reducing pharmaceuticals in the environment from manufacturing. We conduct qualitative manufacturing effluent risk assessments to determine the appropriate level of control measures needed for manufacturing to protect the environment from releases of pharmaceutical ingredients.

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

Water Use by Sources (thousand m^3)	2021	2022	2023	2024	2025
Municipal/Third-party	2,264	2,010	1,907	1,856	1,815
Off-site borewell Nonrenewable	0	0	228	252	301
On-site borewell Renewable	459	477	536	466	456
Rainwater	59	47	5	1	2

- Where applicable, prior year data has been adjusted to account for divestitures completed as of Dec. 31, 2025.
- 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.
- Off-site borewell Nonrenewable is a new category for 2023. This water was previously reported on Municipal/Third-party category.

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

Pharmaceuticals in the Environment

Pharmaceuticals may enter the environment through multiple pathways associated primarily with their intended use, including patient excretion, improper disposal by consumers and use in agriculture and livestock. Emissions arising directly from pharmaceutical manufacturing operations represent a comparatively small proportion of overall pharmaceutical residues detected in the environment. While the scientific understanding of the relationship between pharmaceuticals in the environment (PiE) and potential impacts on human health and ecosystems continues to evolve, addressing PiE requires a holistic, science-based approach involving a range of stakeholders across the value chain.

Within this context, and consistent with applicable legal and regulatory requirements, we are committed to responsible manufacturing practices and to minimizing emissions from our own operations through proportionate, risk-based measures. Our approach to managing potential PiE impacts from manufacturing activities is supported by robust governance and includes:

- Risk and Impact Evaluation
- Risk Reduction and Control Measures
- Multi-stakeholder Engagement and Policy Dialogue

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

Key Principles in Responsible Effluent Management

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

Waste Management

Minimizing the amount of waste discarded in local landfills benefits the planet as well as our company operations. At Viatris, companywide EHS waste management standards, along with industry regulations, govern specific handling, treatment, storage and disposal of all waste. As part of our standards, all sites are committed to reduce hazardous waste as applicable to their operations.

We strive to review and evaluate each waste stream to determine the best treatment method based on external requirements and internal standards. We strive to use recycling, reuse and energy recovery options, including waste-to-energy facilities, cement kilns and fuel-blending facilities where possible to treat waste. Converting waste to energy contributes to the substitution for fossil fuel at these facilities. We have already accomplished our goal to increase our number of zero-waste to landfill locations by 50% by 2030, with 17 such sites in 2025, compared to our baseline of 10 in 2020.

Waste Management (thousand metric tons)	2021	2022	2023	2024	2025
Total waste generated	40.8	40.3	41.0	37.5	37.9
Hazardous waste	21.5	20.3	18.9	15.9	16.5
Non-hazardous waste	19.3	20.0	22.0	21.7	21.4
Percentage of waste recycled or sent to energy recovery (%)	77.0%	74.0%	77.6%	80.1%	77.8%
Significant spills	0	0	0	0	0

- Where applicable, prior year data has been adjusted to account for divestitures completed as of Dec. 31, 2025.
- 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

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

Air Emissions

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

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

- CDP climate program and water security program reporting
- AMR Industry Alliance
  - Board Member
  - Manufacturing Work Group
- Medicines for Europe
  - Sustainability Committee
  - Life-Cycle Assessment (LCA) working group
- Inter-Association Initiative on Pharmaceuticals in the Environment Task Force
- Pharmaceutical Supply chain Initiative (PSCI)
  - Various working group committees

Global Sustainability Oversight and Compliance

Global Sustainability Oversight

Viatris' Board oversees management's efforts with respect to sustainability matters through its Governance and Sustainability Committee. The company's sustainability function operates as a center of excellence within the Viatris Corporate Affairs leadership structure. The Head of Global Sustainability drives the strategic and operational development of sustainability matters across the company, together with key partners. The Chief People and Corporate Affairs Officer reports to the Chief Administrative and Transformation Officer and, together with the Head of Global Sustainability, communicates quarterly with the Board on sustainability matters, including corporate environmental and social responsibility matters through the Governance and Sustainability Committee. The Governance and Sustainability Committee reviews progress with the Chief People and Corporate Affairs Officer and Head of Global Sustainability on sustainability matters on an annual basis to confirm the company is tracking its priorities in this area.

Viatris' Board of Directors oversees management's efforts to execute on the company's corporate strategy, including helping to improve access to medicine worldwide. Access is fundamental to our mission. Our corporate strategy includes doing our part to increase sustainable access to medicine, as we strive to help build more resilient healthcare systems for people across the world by executing core operations across research and development, manufacturing, supply chain, distribution and market outreach and policy engagement. In addition, community engagement and philanthropic donations complement those core activities.

The global sustainability function includes members in the U.S. and Europe, with key partners across other functions and geographies. A multifunctional Global Advisory Committee comprised of global leaders with a monthly meeting cadence monitors the external landscape, company progress and supports the integration of corporate environmental and social responsibility activities across the organization, including progress on companywide goals and priorities on access to medicines, our people and the environment. Progress on strategic focus areas and execution of relevant tasks rely on a broad and engaged network of functional leaders across the company. Additional structured forums are convened on a monthly to quarterly cadence, addressing areas of focus with regard to sustainability for specific key functions, such as the Sustainable Sourcing Council and others, complementing the advisory committee.

Risk Governance and Management

We are committed to operating ethically and with integrity and seek to apply a holistic, enterprise-wide approach to risk management. We are subject to a number of risks inherent in the complex and rapidly changing environment in which we operate including, but not limited to, global operations, environmental and social matters. The company's management implements and administers 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 Compliance and Risk Oversight Committee regarding enterprise risk, as well as other appropriate Board committees regarding risk-related matters. The Compliance and Risk Oversight Committee also reviews significant global compliance-related policies relating to pricing and/or commercialization of the company's products and services, among other oversight responsibilities.

Viatris' enterprise risk management (ERM) framework acts as a centralized lens to view risk throughout the organization. This provides enhanced visibility to Viatris' management on how the organization is managing risk and monitoring opportunities. The company's ERM framework is supported by multiple functional areas,

How Viatris Considers Price as Part of Our Commitment to Access

At Viatris, we provide an exceptionally broad and diverse portfolio for patients across a range of major therapeutic areas, spanning both noncommunicable and infectious diseases. Our global portfolio includes generics (including complex products), globally recognized iconic brands and an expanding portfolio of innovative medicines. Many of the medicines in our portfolio are not protected by patents and are subject to a general trend of price deflation over time.

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

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

including, among others, Internal Audit, Information Technology, Information Security, Compliance, Corporate Affairs, Supply Chain, Research & Development, Commercial, Finance, Legal, Quality and Human Relations. Risk management activities are designed to support the business and ensure the company is prepared to respond to a variety of events that may adversely impact it, such as unrest/conflicts, legal or regulatory matters, supply disruptions and cybersecurity.

Our Internal Audit function coordinates cross functionally to maintain the company's enterprise risk assessment, including the identification of key and emerging risks, and reviews and refreshes this analysis quarterly with executive management. For each key or emerging risk identified, the company establishes risk monitoring ownership, from which quarterly updates are collected for executive management and the Viatris Board's Compliance and Risk Oversight Committee.

The primary components of Viatris' Enterprise Risk Management process include the following:

- Risk assessment informed by the company's governance, culture and strategic objectives
- The identification of risks as captured within the Viatris Risk Universe
- The prioritization of risks
- Management of risks by identified risk owners throughout the organization
- Review of risk updates by the Risk Management Team
- Oversight by the Board of Directors, including the activities of the Compliance and Risk Oversight Committee

Internal Audit

Global Internal Audit strengthens Viatris' ability to create, protect and sustain value by providing the Board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Internal Audit is guided by the Global Internal Audit Standards as promulgated by The Institute of Internal Auditors. Independence is maintained through Internal Audit's reporting relationship directly to the Audit Committee of the Board of Directors. Internal Audit maintains an audit plan outlining risk-based assurance activities in the following program areas: internal controls over financial reporting, compliance and/or operational activities and information technology. The audit plan also includes other special projects based on specific organizational risks and/or requests and is augmented by an analytics and continuous monitoring platform. The group supports the Company's enterprise risk management activities and collaborates closely with other enabling functions including Finance, Compliance and Legal.

Information Security

Viatris operates in a complex and rapidly changing environment that involves many potential risks, including AI, IT and cybersecurity risks. AI-enabled social engineering and fraud, increased third-party concentration, and cyber threats to operational technology and manufacturing environments are among the emerging risks that could disrupt production and compromise data integrity. Risk management is an enterprise-wide objective and is subject to oversight by the Viatris Board and its committees. We have a cybersecurity strategy that focuses on the implementation of effective controls, technologies, procedures and training. The strategy focuses on decreasing risks, increasing operational maturity, improving security capabilities and enabling secure partnerships.

Our Global Security organization consists of a global internal team of certified subject matter experts in cybersecurity, risk management, supply chain cybersecurity, incident response, access and application security, awareness and training and security operations. Key aspects of the cybersecurity program are also provided by third-party managed security providers, including first- and second-line support for incident response and the company's vulnerability assessment process.

The Global Security team is responsible for defining and overseeing the execution of the Company's cybersecurity program and strategy. The Viatris IT team, led by the Chief Information Officer, is responsible for ongoing security operations such as maintaining firewalls and patch management. In addition, the delivery of many cybersecurity programs relies on IT resources to execute the selection, delivery and implementation of security solutions, such as identity and access management, end-point protection and end-of-life protocols.

Our suppliers, subcontractors and third-party service providers, including third-party managed security providers, are subject to cybersecurity obligations and controls. We conduct initial risk assessments of third-party suppliers and service providers based on various factors and then review and monitor these third-party suppliers and service providers based on their relative assessed level of risk. We also require our suppliers, subcontractors and third-party service providers to agree to cybersecurity-related contractual terms and conditions.

Viatris' senior leadership is updated on our cybersecurity posture and emerging risks on a quarterly basis. Specifically, our Chief Information Security Officer & Head of Global Security and Chief Information Officer report quarterly an internal risk committee of senior management, which includes the CEO, CFO, Chief Legal Officer, Chief Administrative and Transformation Officer, Chief People and Corporate Affairs Officer, Chief Information Officer, Chief Compliance Officer, Chief Supply Officer, Chief R&D Officer and Regional Presidents, as well as the Viatris Board on the progress of the cybersecurity program and overall security status.

Hacking Precautions and Training

Viatris maintains a cybersecurity program aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, designed to govern, identify, protect, detect, respond to and recover from cybersecurity threats. Viatris' cybersecurity program includes policies, procedures, cybersecurity awareness communications, testing and training for employees (with mandatory training for system users); as well as system monitoring, risk reduction, vulnerability and patch management and monitoring external threats.

As part of its cybersecurity program, Viatris has adopted a Cybersecurity Incident Response Plan (CIRP) to establish a guide for leadership and incident response stakeholders through cybersecurity incidents (as defined in the CIRP). The CIRP is managed by the Viatris Global Security

team and their managed security providers is reviewed at least annually, tested through semi-annual technical exercises and periodically evaluated through executive tabletop scenarios.

The CIRP provides an overview of critical actions throughout the incident response lifecycle, including a severity matrix that guides communication, escalation protocols and decisions on engaging a third-party incident response vendor.

Viatris' Cybersecurity Incident Response Team (CIRT) reports to the Chief Information Security Officer & Head of Global Security and has responsibility for investigating and executing incident protocols, determining potential impacts, notifying appropriate parties and assessing the need for third-party assistance. Critical incidents require implementation of the global crisis plan and high severity incidents require notification to the executive leadership team once such an incident is confirmed.

Viatris participates in several industry and third-party threat monitoring and information-sharing services, providing insights into vulnerabilities and threats that are incorporated into our security operations and IT remediation.

Global Privacy Governance

In response to the growing landscape of global data privacy laws, including in key Viatris geographies such as Europe, India and the United States, Viatris is committed to protecting information relating to identified or identifiable natural persons (personal data) collected and processed during the course of business activities. Additionally, Viatris recognizes an additional separate obligation to the individuals with whom it interacts and who trust the company with their personal data to protect that personal data and keep it secure including in locations with no or minimal regulatory requirements regarding the management of personal data.

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

To demonstrate this commitment and obligation transparently, a Viatris Privacy Notice that describes our collection, use, disclosure and retention of personal data is published publicly. The Privacy Notice relates to our websites, apps, services and platforms, and the use of them, our marketing and provision of products and services, our interactions with individuals in person, by phone, by mail, and otherwise during the operation of our business. The Privacy Notice also explains the ways in which, under applicable laws, an individual can control the processing of their personal data and exercise their rights. Also, there are supplemental privacy notices and privacy language provided directly to applicable individuals that give information relating to other areas where personal data may be collected, used, disclosed or retained by the company such as in clinical trials, safety reporting and during employment with Viatris. The Viatris Employee Fair Processing Notice was updated and communicated to all employees in 2025 with a core privacy notice for all employees launched with regional or local supplemental notices designed to provide additional information required by each jurisdiction.

The company monitors, investigates and responds to suspected and/or confirmed personal data incidents as required by applicable data protection laws and in proportion to the nature, extent and sensitivity of the personal data. Key areas within Global Privacy Governance include, but are not limited to:

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

Using Artificial Intelligence Responsibly

Artificial Intelligence (AI) holds transformative potential for the pharmaceutical industry, promising to facilitate everything from drug discovery and clinical trials to regulatory approvals and patient engagement. Viatris' Information Technology (IT) team is collaborating across the company to explore AI's potential use and establish guidelines for its responsible use within the organization.

We are leveraging AI's capabilities to drive smarter decision-making, boost productivity and transform the ways we work, including through chatbot-style generative AI solutions and an AI-enabled document translation tool.

We recognize that while AI tools offer numerous benefits, they also come with potential risks. The Viatris IT Emerging Technology team, Global Security, and Global Privacy provide colleagues with guidance on the safe, effective, and compliant use of AI tools across the company. Viatris has a central governance and oversight board that provides strategic direction and oversight of the management of AI and risk management. We work to ensure we are using AI tools responsibly and securely by protecting sensitive data, verifying information, being aware of biases, using strong security measures, and staying informed.

To keep Viatris data safe, any new technology, including AI, must undergo technical reviews, compliance checks and governance reviews, and comply with existing policies and procedures. We use a risk-based governance approach for the development, procurement and use of AI solutions, including documented risk assessments, defined accountability, and ongoing monitoring of evolving regulatory requirements. This approach is supported by role-based training for employees who build, procure or use AI tools so they understand AI capabilities, limitations and potential harms and can apply appropriate safeguards in practice. This helps ensure compliance with applicable regulations while maximizing AI's potential and safeguarding our data.

Cultivating Good Conduct and Compliance

Everyone within Viatris and those acting on our behalf are personally responsible and accountable for acting in a manner that helps protect the company's reputation and reflects our commitment to doing business with integrity. We implement robust policies, procedures and associated training to support that individual responsibility.

Our Global Compliance Organization

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

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

A direct report to the CCO leads five global COEs. A senior compliance leader manages each respective center of excellence, which focuses on the following:

- Policies, training and communications;
- Investigations;
- Compliance analytics;
- Risk, due diligence and transparency; and
- Commercial innovation, Medical Affairs, R&D and global trade controls.

Our global compliance framework covers the following components and focus areas:

- Interactions with the Healthcare Community and Organizations;
- Raising Concerns;
- Operational Compliance;
- Fraud and Corruption (e.g., anti-money laundering);
- Fair Competition, Pricing and Antitrust;
- Corporate and Securities Laws; and
- Fair Employment and Data Privacy Practices.

As part of our continuous work for improvements and further reinforcing our commitment to compliance, we have an ongoing goal to harmonize compliance-related topics into a unified policy landscape across Viatris, further expanding the Global Compliance Risk Assessment and Monitoring Program into additional countries and furthering our data analytic capabilities. In 2025, we completed implementing Risk Assessment and Monitoring activities in all regions and updated our risk assessment questionnaire to reflect policy and regulatory requirements.

In 2024, we implemented emerging technology and artificial intelligence to improve adherence to Compliance policy requirements by launching a new tool featuring "chatbot" style policy search functionality in limited regions with testing in North America and JANZ. In 2025, we made enhancements to the effectiveness of the chatbot and expanded scope applicability to cover all regions except Europe and China with a new global Compliance ChatViatris version of the chatbot. In early 2026, we plan to complete implementation of this technology in both Europe and China.

In 2025, we transitioned to a new third-party Compliance Line partner to better align with the ways we communicate today. This innovative platform offers translation, anonymized recording (where permitted by law) to submit concerns verbally and other modern features. For example, the web platform has been greatly enhanced to enable better communication between reporters and the Investigations team. Leveraging AI capabilities, automatic translation is built in to allow for clear communication between the participating parties. It remains a secure, confidential reporting system, which allows colleagues to easily submit concerns about actual or suspected misconduct. They can continue to speak up with confidence because our policy states that no form of retaliation will be tolerated for anyone reporting a matter in good faith. We delivered an awareness campaign to promote the variety of options for colleagues to report compliance matters, as well as to emphasize Viatris' strong stance on no retaliation for reports made in good faith.

We engage an independent review of the effectiveness of our Compliance program at least every five years. Additionally, we seek independent review of various aspects of the program more frequently.

In 2022, Viatris employed a third-party to conduct an effectiveness assessment review that resulted in no major findings. The assessment concluded that Viatris' Compliance department had implemented significant enhancements to all areas of its program since the formation of Viatris. In assessing and comparing Viatris' Compliance Program against industry regulatory requirements and leading practices, the third party concluded the Compliance Program is meeting its obligations to detect, prevent and mitigate compliance risk.

We created a new Reporting Matters Resources space on the Compliance Hub on our intranet featuring useful resources to help colleagues learn more about reporting compliance matters and the role each of us plays in upholding Viatris' standards. We have also highlighted this as an option to ask about on the homepage of our Compliance chatbot.

Key activities in 2025 included:

- Enhanced and continued our Compliance Champion Series which features two colleagues each quarter from a different region. These stories focus on colleagues from various functions and business areas to explain how the Compliance team has impacted their work and enabled them to make an Impact via Integrity.
- Implemented significant enhancements, including the hiring and reorganization of staff, implementation of new COEs, establishment of new harmonized processes, policies, procedures and systems, and establishment of strong support and tone at the top across all regions and leadership levels.
- Enhanced our Global Due Diligence SOP and supporting Due Diligence Questionnaire in collaboration with the Global Internal Audit team and regional Compliance and Legal teams. We've also established a new Global Due Diligence training.

Our new Analytics COE develops data analytic dashboards to highlight specific compliance risks and identify areas for investigation and remedial efforts.

The Compliance Department oversees the development, maintenance and recordkeeping of general and administrative global policies and procedures and performs various periodic and needs-based operational audits throughout the year, often in conjunction with Internal Audit.

Identifying and Managing Compliance-Related Risks

We have comprehensive processes and procedures to monitor and assess emerging risk areas relevant to Viatris, including a risk assessment process that provides comprehensive insights into compliance risks depending on a market's geographic footprint. Global Compliance collaborates with Global Internal Audit (GIA) to identify compliance related risks (including anti-corruption) and local affiliates to be audited and supports GIA in their reviews.

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

Our risk assessment and monitoring programs aim to identify and deter fraud and other instances of unethical behavior. The Risk Assessment factors in hundreds of data inputs across several key risk categories to provide a risk score for each market reviewed by a centralized team. These scores are shared with regional and in-market compliance leads to raise awareness and generate targeted conversations with business leaders in their respective markets. Topics covered by monitoring include data analytics conducted by the center of excellence to identify potential deviations related to HCP interactions, live monitoring and ride-alongs to observe potential deviations at a company organized or sponsored event or field force activities and focused in-market reviews leveraging data monitoring. In 2025, Viatris continued to evolve data analytic and monitoring capabilities as well as field- and headquarter-based activities.

Management of Suspected Incidents

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

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

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

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

Nurturing the Culture of Compliance

In the past two years, we have been putting significant focus on further building awareness and transparency among stakeholders about compliance and supporting assets.

We have continued our quarterly Compliance Champion Series, featuring colleagues each quarter from a different region. These stories focus on colleagues across various functions and business areas and show how the Compliance team supports their work and enables them to make an Impact via Integrity. Also, we enhanced the disclosures on our website to further raise awareness and increase transparency towards external stakeholders and support Viatris' colleagues in their external engagement.

We have continued to further embed ethics and integrity into the business and mindset via quarterly leadership Compliance-related messaging, to enhance the "tone from the top." We also have begun leveraging emerging technologies to develop Compliance resources on key topics.

Looking to 2026, this is a major component of how we will raise awareness on key Compliance topics for colleagues at the global, regional and local levels.

Training and Education

We require all employees to complete regular training in regard to the Code of Business Conduct and Ethics, which includes information on Fair Competition and Anti-Corruption, among other topics. The rolling completion rate in 2025 was 94%.

We also require specific training courses for individuals based on their functions, including the company's Standards for Interactions with

HCPs and the Healthcare Community for employees with relevant job responsibilities. Other examples include:

- Vendors who may interact with government officials on our behalf also receive anti-corruption training.
- Depending on their roles, part-time employees and contractors are required to take subsets of the trainings listed above.
- Employees who deal directly with HCPs receive additional, focused training related to Standards for Interactions with HCPs from their local Compliance partner(s). Our Standards for Interactions with the Healthcare Community instruct employees on proper behavior when engaging with HCPs and the healthcare community. The Standards are grounded in company-wide standards and take into consideration local laws and regulations. Any member of our workforce who interacts with HCPs is trained on the standards and is required to comply with them.

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

Viatris requires an annual attestation as part of the mandatory Code of Business Conduct and Ethics training.

Reporting Compliance Concerns

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

The Compliance Line is available 24/7 and permits anonymous reports in all countries, where permitted by law. The Compliance Line is made available to all external and internal stakeholders on viatris.com.

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

Structure and Robust Procedure to Manage Reports

For investigating, resolving and remediating reported events, our global policy requirements on reporting and investigating compliance-related matters details thorough, timely and impartial investigation of reported concerns in coordination with the HR team as well as Legal and other functions as appropriate, and remedial actions when appropriate. The Global Compliance Governance Document is available to all employees on the company's intranet.

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

The Global Investigations Procedure lays out the structure for investigation, including coordination with Human Relations and Legal, as well as other functions as appropriate to the nature of the report, and matters are triaged accordingly. Further, the Global Investigations Procedure instructs on fair and consistent remedial actions where appropriate.

Our policy requirements on reporting and investigating matters continue to be updated to incorporate new EU Whistleblower Directive provisions. We have developed a Europe Reporting Matters Procedure outlining requirements of the EU Whistleblower Directive 2019/1973 and have implemented local and regional reporting channels where required.

Fighting Corruption and Promoting Fair Competition

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

Key elements include:

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

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

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

Ensuring Good Conduct in External Partnerships

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

The Compliance department identifies business partner categories that may carry higher inherent corruption and/or reputational risk. These high-risk business partners, noted during the business contract drafting and approval process, are subject to a risk review based on a robust due diligence process.

Third-Party Due Diligence

Viatris' third-party due diligence program is global in scope, managed by a dedicated team. As noted above, due diligence reviews must be performed whenever Viatris enters into certain potentially high-risk contractual agreements with third parties. The process involves an assessment of any issues including investigation and clarification of discovered legal, civil and reputational allegations or convictions (environmental, legal, social or otherwise) that have been brought to light in the public sphere regarding a supplier or any other third party.

The due diligence team in collaboration with the COE of Risk Assessment and Monitoring and Global Trade Control also manages third parties regarding:

- Business Development;
- Mergers and Acquisitions;
- Divestitures;
- Other strategically important deals;
- Global Trade Sanction screening and risk mitigation; and
- Restricted party screening under the global trade control procedure.

Our due diligence process policies clarify requirements and educate employees on their responsibilities. Looking forward, we will continue to enhance the scope of our third-party due diligence processes.

Anti-corruption provisions, right-to-audit clauses and ethical expectations are included in our contracts as applicable. We also have a process to train business partners who interact with government officials on the company's behalf in our anti-corruption policy requirements and procedures as well as in applicable due diligence procedures.

Compliance with our Business Standards for Vendors and Agents on anti-corruption and fair competition is required by the Viatris Supplier Code of Conduct as well.

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

Responsible Marketing and Promotion

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

An updated summary of our Standards for Interactions with HCPs and the Healthcare Community is available on the Viatris website.

Robust Procedures

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. We continue the work to expand our Healthcare Interaction Professional Process into countries beyond Europe, where it was initially implemented.

Our Global Marketing Operations oversee programs, policies and procedures regarding ethical marketing, including the development of material used in marketing and promotion. Only trained and qualified persons are allowed to review and approve these materials. The Global Marketing Quality function monitors quality adherence with these materials, and controls are in place to ensure that only approved material can be published.

We have governance in place to adhere to transparency requirements regarding disclosure of all payments towards HCPs as applicable.

Viatris' Medical Affairs team is involved in the development and approval of all marketing material. Viatris' regulatory and legal teams review these materials in applicable markets. Beyond legal requirements, our standards are also based on industry association standards.

Local procedures are mandated by the Global Policy on Promotional Materials to ensure that all promotional materials and other commercial communications are reviewed and approved internally by appropriate subject matter experts.

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

Respecting Human Rights

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

Topics relevant to human rights are managed across different functions and through a variety of company policies and procedures, as applicable. Human rights topics are incorporated into our companywide EHS program, Global EHS Supplier Operations Program and third-party due diligence program, the globally applicable Quality Management System including Responsible Clinical Operations and our PSRM program, as well as our Product Security Governance and Information Security Program to address relevant aspects across our value chain.

The company's global policies and associated procedures, employee and partner training and due diligence procedures are the foundation of our work to mitigate the risk of human rights violations. Internal and external stakeholders are encouraged to use the Viatris Compliance Line, available on the Viatris corporate website, to report any concerns or potential violations with regards to labor and human rights. For more details on the Compliance line, see here.

We continue to review our company policies, governance structures and procedures related to monitoring and managing human rights. We will assess human rights-related topics to identify those topics most relevant to our business and value chain activities, with the objective of validating that our policies and procedures are appropriately designed to manage applicable risks.

Beyond our mission and business and operating model designed to build access to medicine, Human Rights-related topics covered by our policies and procedures include, but are not limited to:

- Ethical clinical trials
- Environmental protection
- Freedom of association
- Prohibition of trafficking of persons
- Prohibition of forced and child labor
- Nondiscrimination
- Wages
- Working hours
- Preventing harassment
- Privacy
- Product Security and Falsified Medicines
- Recruitment practices
- Safe and healthy working conditions

Policies addressing different relevant human rights aspects include:

- Code of Business Conduct and Ethics
- Viatris Anti-Corruption Policy Summary
- Supplier Code of Conduct
- Policy Statement Regarding Slavery and Human Trafficking
- Global Policy on Combatting Human Trafficking in Persons
- Global Policy on Equal Opportunity and Inclusion
- Global Policy Prohibiting Discrimination, Harassment and Retaliation
- Global Health and Safety Policy
- Environmental Stewardship Policy

Engaging in Political Activity Responsibly

As part of advocating for sustainable access to medicine and holistic solutions for more resilient healthcare systems, we educate stakeholders on complex topics related to the highly regulated pharmaceutical industry. As a global healthcare company, we seek to mitigate the risk of unintended negative consequences for patients from even the most well-intended policies. In alignment with our mission and in accordance with relevant laws and regulations, Viatris may support political candidates and organizations of various political parties, directly or through trade associations, in support of public policies that align with Viatris' mission and policy objectives. Among other areas of interest, we support efforts that contribute to pharmaceutical safety and innovation to further our mission to provide patients access to high-quality medicine. All political contributions are required to be made in accordance with relevant local laws, reflect Viatris' interests and are independent of the personal political preferences of any Viatris personnel. Only to the extent allowed by law may Viatris directly contribute to political candidates and political organizations. This is relevant primarily for Viatris' U.S. subsidiaries and Viatris' U.S. Political Action Committee (ViaPAC), a voluntary, nonpartisan, employee-run committee.

The Viatris Board's Compliance and Risk Oversight Committee oversees the company's global policies and procedures for corporate political lobbying expenditures.

Viatris' U.S. Political Activity Policy is available on Viatris.com.

Viatris Board's Compliance and Risk Oversight Committee oversees company global policies and procedures for corporate political and lobbying expenditures. A report of these expenditures, along with certain U.S. trade association affiliations, is made available on our website. Viatris' policy governing political contributions also is available on Viatris.com. Within the U.S., that includes filing relevant lobbying and political contribution reports in accordance with the U.S. Lobbying Disclosure Act. Those reports can be found on the U.S. Senate Office of Public Records website or the U.S. House of Representatives Office of the Clerk website. Viatris is also required to comply with any laws that govern its lobbying and advocacy efforts generally. For more information, click here.

Honoring Our Commitment as a Publicly Traded Company

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

Products on the WHO Prequalification list[1]

International nonproprietary name	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
Lamivudine	Tablet 300mg
Abacavir (sulfate)	Tablet 300mg
Zidovudine	Tablet 300mg
Abacavir (sulfate)/Lamivudine/Zidovudine	Tablet 300mg/150mg/300mg
Atazanavir (sulfate)	Capsules, Hard 150mg
Atazanavir (sulfate)	Capsules, Hard 300mg
Emtricitabine/Tenofovir alafenamide	Tablet 200mg/25mg
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, 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

International nonproprietary name	Dosage form & strength
Ritonavir	Tablet, Film-coated 100mg
Lamivudine/Zidovudine	Tablet, Dispersible 30mg/60mg
Ritonavir	Tablet, Film-coated 25mg
Abacavir (sulfate)/Lamivudine	Tablet, Film-coated 600mg/300mg
Dolutegravir (sodium)	Tablet, Film-coated 50mg
Darunavir (ethanolate)	Tablet, Film-coated 800mg
Darunavir (ethanolate)	Tablet, Film-coated 600mg
Dolutegravir (sodium)/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 50mg/300mg/300mg
Efavirenz/Lamivudine/Tenofovir disoproxil fumarate	Tablet, Film-coated 400mg/300mg/300mg
Flucytosine	Tablet 500mg
Isoniazid/Pyridoxine hydrochloride/Sulfamethoxazole/ Trimethoprim	Tablet, Film-coated 300mg/25mg/800mg/160mg
Dolutegravir (sodium)/Emtricitabine/Tenofovir alafenamide	Tablet, Film-coated 50mg/200mg/25mg
Dolutegravir (sodium)/Lamivudine/Tenofovir alafenamide	Tablet 50mg/300mg/25mg
Dolutegravir (sodium)	Tablet, Dispersible 10mg
Abacavir (sulfate)/Dolutegravir (sodium)/Lamivudine	Tablet, Film-coated 60mg/5mg/30mg
Efavirenz	Tablet 50mg
Efavirenz	Tablet, Film-coated 100mg
Efavirenz	Tablet 200mg

Therapeutic Legend

- Hepatitis
- Influenza
- Reproductive
- COVID-19
- HIV/AIDS
- Malaria
- Tuberculosis

Sources

[1]WHO Pre-Qualification list as per 1/12/2026

Products on the WHO Prequalification list

International nonproprietary name	Dosage form & strength
Oseltamivir (phosphate)	Capsules, hard 75mg
Artemether/Lumefantrine	Tablet 20mg/120mg
Desogestrel/Ethinylestradiol	Tablet 0.150mg/0.030mg
Desogestrel/Ethinylestradiol	Tablet + Placebo Tablet 150mcg/30mcg + 0mcg
Isoniazid	Tablet 300mg
Moxifloxacin (hydrochloride)	Tablet, Film-coated 400mg
Isoniazid	Tablet 100mg
Linezolid	Tablet, Film-coated 600mg
Pretomanid	Tablet 200mg
Delamanid	Tablet, Film-coated 50mg
Molnupiravir	Capsules, hard 200mg
Nirmatrelvir	Tablet, Film-coated + Ritonavir Tablet, Film-coated 150mg + 100mg

Number of medicines on the WHO list of prequalified products (including cross-listed approvals)*	49
HIV/AIDS	33
Reproductive Health	2
Tuberculosis	6
Hepatitis	4
Malaria	1
Influenza	1
COVID-19	2

*Data as of January 12, 2026.

Therapeutic Legend

- Hepatitis
- Influenza
- Reproductive
- Covid
- HIV/AIDS
- Malaria
- Tuberculosis

Sources

[1]WHO Pre-Qualification list as per 1/12/2026

GRI Context Index

GENERAL DISCLOSURES Statement of use: Viatris has reported in reference with the GRI Standards for the period					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 2: General Disclosures 2021	2-1	Organizational details	2025 Form 10-K, pp. 8-19		
	2-2	Entities included in the organization's sustainability reporting	About this report, p. 3		
	2-3	Reporting period, frequency and contact point	We report on our sustainability priorities annually. This report covers the reporting period Jan. 1, 2025 - Dec. 31, 2025. Our financial reporting period is in line with the period of our sustainability reporting. We are publishing our sustainability report on May 21, 2026. Should you have questions or feedback, please contact us at GSR@Viatris.com.		
	2-4	Restatements of information	In this report, we restated some historical data regarding energy consumption, GHG emissions, water use and waste management.		
	2-5	External assurance	Viatris' 2025 Global Sustainability Report has not been assured by a third party. Our GHG emissions data has been verified by a third-party to a reasonable level of assurance in accordance with ISO 14064-3:2019 against the requirements of WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard and the WRI/WBCSD GHG Protocol – Scope 2 Guidance – Amendment to the GHG Protocol Corporate Standard.		
	2-6	Activities, value chain and other business relationships	About this report, p. 3 Viatris in 2025, p. 6 Our Value Chain, p. 14 2025 Form 10-K, pp. 8-19		
	2-7	Employees	Viatris in 2025, p. 6 Workforce data, p. 63-64 A significant portion of Viatris' activities are performed by workers who are employees	8	
	2-8	Workers who are not employees	Workforce data, p. 63	8	
	2-9	Governance structure and composition	Workforce data, pp. 63-64 Global Sustainability Oversight and Compliance, p. 70 2026 Proxy Statement, pp. 4, 35-42 Viatris' Leaders Viatris' Corporate Governance	16	

GRI Context Index

GENERAL DISCLOSURES					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 2: General Disclosures 2021	2-10	Nomination and selection of the highest governance body	2026 Proxy Statement, pp. 15, 30-31, 37 Viatris' Governance and Sustainability Committee	16	
	2-11	Chair of the highest governance body	2026 Proxy Statement, pp. 3-5, 24, 45, 52-53 Viatris' Corporate Governance The chairman of the highest governance body is not a senior executive in the company	16	
	2-12	Role of the highest governance body in overseeing the management of impacts	Global Sustainability Oversight and Compliance, pp. 70-71 2026 Proxy Statement, pp. 41-45	16	7
	2-13	Delegation of responsibility for managing impacts	Global Sustainability Oversight and Compliance, pp. 70-71		7
	2-14	Role of the highest governance body in sustainability reporting	Global Sustainability Oversight and Compliance, p. 70 2026 Proxy Statement, pp. 41-45		
	2-15	Conflicts of interest	Global Sustainability Oversight and Compliance, pp. 75-76 2026 Proxy Statement, pp. 33-34	16	10
	2-16	Communication of critical concerns	Global Sustainability Oversight and Compliance, pp. 75-76		
	2-17	Collective knowledge of the highest governance body	2026 Proxy Statement, pp. 16, 19-23		
	2-18	Evaluation of the performance of the highest governance body	2026 Proxy Statement, pp. 45-46		
	2-19	Remuneration policies	2026 Proxy Statement, pp. 47-50		
	2-20	Process to determine remuneration	2026 Proxy Statement, pp. 56-60		
	2-21	Annual total compensation ratio	2026 Proxy Statement, p. 77		
	2-22	Statement on sustainable development strategy	2026 Proxy Statement, pp. 3-4, 40-41 Letter from Our CEO, p. 7 Advancing Sustainability at Viatris, p. 8		7

GRI Context Index

GENERAL DISCLOSURES					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 2: General Disclosures 2021	2-23	Policy commitments	Management Disclosure and Performance Data, pp. 47-78 Viatris' Mission Viatris' Code of Business Ethics and Conduct Global Sustainability Global Compliance	16	
	2-24	Embedding policy commitments	Management Disclosure and Performance Data, pp. 47-78		
	2-25	Processes to remediate negative impacts	Global Sustainability Oversight and Compliance, pp. 75-76		1, 2, 6, 10
	2-26	Mechanisms for seeking advice and raising concerns	Global Sustainability Oversight and Compliance, pp. 75-76 Viatris' Code of Business Ethics and Conduct	8, 16	1, 2, 6, 10
	2-27	Compliance with laws and regulations	Global Sustainability Oversight and Compliance, pp. 70-78 2025 Form 10-K, p. 55		
	2-28	Membership associations	Environment, Health and Safety, p. 69		
	2-29	Approach to stakeholder engagement	Our People, pp. 28-34, 62 Environment, p. 39 Community, p. 43		
	2-30	Collective bargaining agreements	Our People, p. 62	8	8

MATERIAL TOPICS					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Global Sustainability Topics of Priority, p. 48		
	3-2	List of material topics	Global Sustainability Topics of Priority, p. 48		

GRI Context Index

GOVERNANCE

MATERIAL TOPIC: BUSINESS ETHICS AND COMPLIANCE

GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	Global Sustainability Oversight and Compliance, pp. 70-78		
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies	Global Sustainability Oversight and Compliance, pp. 70-75	16	10
Additional Topics					
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Our Value Chain, p. 14 2025 Form 10-K, pp. 61-70	8	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Our Value Chain, p. 14 Access and Global Public Health, pp. 16-27 Community, pp. 43-46	5	
	203-2	Indirect economic impacts	Introduction, pp. 3-15 Access and Global Public Health, p. 49	3, 8	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2025 Form 10-K, pp. 145-153 for a description of certain legal actions, including those with antitrust allegations	16	10

MATERIAL TOPIC: DATA PRIVACY AND INFORMATION SECURITY

GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	Global Sustainability Oversight and Compliance, pp. 70-72		
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Global Sustainability Oversight and Compliance, pp. 70-72 Information on our cybersecurity risk management, governance, and incident oversight is available in Item 1C. Cybersecurity of our 2025 Form 10-K (pp. 54–55).		

GRI Context Index

MATERIAL TOPIC: MANUFACTURING AND RELIABLE SUPPLY CHAINS					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	Engaging with Our External Suppliers, p. 41 Access and Global Public Health, pp. 58-61 Global Sustainability Oversight and Compliance, pp. 70-78		
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers screened using environmental criteria	Access and Global Public Health, pp. 58-60 All suppliers must abide by our Supplier Code of Conduct, which includes environmental requirements.		7,8,9
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers screened using social criteria	Access and Global Public Health, pp. 58-61 All suppliers must abide by our Supplier Code of Conduct, which includes environmental requirements.	5,8,16	1,2,3,4,5,6,10

MATERIAL TOPIC: PRODUCT QUALITY AND PATIENT SAFETY					
GRI Standard	Indicator	Description	Response	SDG	UNGC Principle
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Value Chain, p. 14 Access and Global Public Health, pp. 50-58 Global Sustainability Oversight and Compliance, pp. 70-78		
GRI 416: Customer Health and Safety 2016	416-1	Assessment of health and safety impacts of product and service categories	Access and Global Public Health, pp. 49-58 As part of our Pharmacovigilance program, all products are monitored and assessed for safety impact on an ongoing basis.		
GRI 417: Marketing and Lebeling 2016	417-1	Requirements for product and service information and labeling	Global Sustainability Oversight and Compliance, pp. 72, 76 Promotional activities and materials must never involve promotion of drugs for off-label indications, uses, doses or populations.	12	

GRI Context Index

SOCIAL					
Additional Topics					
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Workforce data, pp. 63-64	8	6
	401-2	Benefits provided to full-time employees	Viatris Careers	3,5,8	
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Minimum notice periods regarding operational changes impacting employees, including continued employment, vary across the company, as determined by legislation, local and regional policies and practices, individual employment contracts, and collective bargaining agreements, as applicable.	8	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Our People, pp. 33-34 Environment, Health and Safety, pp. 65-66 Global Health and Safety Policy	8	
	403-2	Hazard identification, risk assessment, and incident investigation	Our People, pp. 33-34 Environment, Health and Safety, pp. 65-66 Global Health and Safety Policy	8	
	403-3	Occupational health services	Our People, pp. 33-34	8	
	403-4	Worker participation, consultation and communication on occupational health and safety	Our People, pp. 33-34	8,16	3
	403-5	Worker training on occupational health and safety	Our People, pp. 33-34 Global Health and Safety Policy	8	
	403-6	Promotion of worker health	Our People, pp. 33-34	3	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our People, pp. 33-34 Environment, Health and Safety, pp. 65-66 Global Health and Safety Policy	8	
	403-9	Work-related injuries	Environment, Health and Safety, pp. 65-66	3,8,16	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	More than 50 hours, the majority of which is done through MyUniversity, which holds required trainings. Based on internal estimates.		
	404-2	Programs for upgrading employee skills	Our People, pp. 29-32 2025 Form 10-K, pp.19-20 Careers Site	8	
	404-3	Employees receiving regular performance reviews	Our People, p. 31	8,10	6
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Workforce data, pp. 63-64 2026 Proxy Statement, p. 17	5,8	6
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community, pp. 43-46	17	1
GRI 415: Public Policy 2016	415-1	Political contributions	Global Sustainability Oversight and Compliance, p.78	12	

GRI Context Index

ENVIRONMENTAL					
Additional Topics					
GRI 302: Energy 2016	302-4	Reduction of energy consumption	Environment, p. 36 Environment, Health and Safety, p. 67	12,13	7,8,9
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared source	Environment, pp. 38-39 Management Disclosure and Performance Data, pp. 68-69	6, 12	8
	303-2	Management of water discharge-related impacts	Environment, pp. 38-39 Management Disclosure and Performance Data, pp. 68-69	6	8
	303-3	Water withdrawal	Environment, Health and Safety, p. 68	6	8
	303-4	Water discharge	Environment, Health and Safety, p. 68	6	8
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environment, Health and Safety, p. 67	12,13	7,8
	305-2	Energy indirect (Scope 2) GHG emissions	Environment, Health and Safety, p. 67	12,13	7,8
	305-4	GHG emissions intensity	Environment, Health and Safety, p. 67	12,13	7,8
	305-5	Reduction of GHG emissions	Environment, Health and Safety, p. 67	12,13	7,8,9
GRI 306: Waste 2020	306-2	Waste related impacts	Environment, pp. 39-42 Environment, Health and Safety, p. 69	6,12	8
	306-3	Waste generated	Environment, pp. 39-40 Environment, Health and Safety, p. 69	6,12	

TOPICS WITHOUT A SPECIFIC GRI TOPIC STANDARD

MATERIAL TOPIC: ACCESS AND GLOBAL HEALTH					
GRI 3: Material Topics 2021	3-3	Management of material topics	Global Sustainability Oversight and Compliance, pp. 70-78 Access and Global Public Health, pp. 16-27	3	
MATERIAL TOPIC: PRODUCT AND PORTFOLIO INNOVATION					
GRI 3: Material Topics 2021	3-3	Management of material topics	Access and Global Public Health, pp. 50-58 Global Sustainability Oversight and Compliance, pp. 70-78	3	

Sustainability Accounting Standards Board: Biotechnology and Pharmaceuticals Sustainability Accounting Standard

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

SASB CODE	METRIC DETAILS	CROSS-REFERENCE OR ANSWER
Safety of Clinical Trials Participants		
HC-BP-210a.1	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	Access and Global Public Health, pp. 55-56
HC-BP-210a.2	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	We currently do not report this indicator, but relevant information is provided on pp. 34-35 of our 2025 Form 10-K.
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	We currently do not report this indicator, but, to the extent such legal proceedings exist, none resulted in an award of monetary damages.
Access to Medicines		
HC-BP-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	Our Strategy and Business Model for Delivering Access to Medicine and Sustainable Growth, pp. 11-13 Access and Global Public Health, p. 16
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	Products on the WHO Prequalification list, pp. 79-80
Affordability and Pricing		
HC-BP-240b.2	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	We currently do not report this indicator, but relevant information is provided on pages 25-26 of the Access to Global Public Health section and page 70 of our Global Sustainability Oversight and Compliance section.
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	We currently do not report this indicator, but relevant information is provided on pages 25-26 of the Access to Global Public Health section and page 70 of our Global Sustainability Oversight and Compliance section.

SASB CODE	METRIC DETAILS	CROSS-REFERENCE OR ANSWER
Drug Safety		
HC-BP-250a.1	Products listed in public medical product safety or adverse event alert databases	We currently do not report this indicator, but relevant information is provided on pages 52-54 of our Management Disclosure and Performance Data section.
HC-BP-250a.2	Number of fatalities associated with products	We currently do not report this indicator, but relevant information is provide on pages 52-54 of our Management Disclosure and Performance Data section.
HC-BP-250a.3	(1) Number of recalls issued, (2) total units recalled	We currently do not report this indicator, but relevant information is provided in page 54 of our Management Disclosure and Performance Data section.
HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	We currently do not report this indicator, but relevant information is provided on page 40 of our Environment section
HC-BP-250a.5	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Relevant information is reported on pp. 14, 35-36, 38, 56-61 of our 2025 Form 10-K
Counterfeit Drugs		
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Access and Global Public Health, pp. 56-58 2025 Form 10-K, pp. 31-32
HC-BP-260a.2	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	We currently do not report this indicator, but relevant information is provided on pages 56-58 in our Management Disclosure and Performance Data section and in pages 31-32 of our 2025 Form 10-K.
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	We currently do not report this indicator, but relevant information is provided on pages 56-58 in our Management Disclosure and Performance Data section and in pages 31-32 of our 2025 Form 10-K.

SASB CODE	METRIC DETAILS	CROSS-REFERENCE OR ANSWER
Ethical Marketing		
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	We currently do not report this indicator but, to the extent such legal proceedings exist, none resulted in an award of material monetary damages.
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Promotional activities and materials must never involve promotion of drugs for off-label indications, uses, doses or populations.
Employee Recruitment, Development and Retention		
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development staff	Our People, pp. 28-32
HC-BP-330a.2	1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Workforce Data, pp. 63-64
Supply Chain Management		
HC-BP-430a.1	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	Access and Global Public Health, pp. 51-53, 56-61
Business Ethics		
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	We currently do not report this indicator but, to the extent such legal proceedings exist, none resulted in an award of monetary damages.
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	Global Sustainability Oversight and Compliance, p. 76
Activity Metrics		
HC-BP-000.A	Number of patients treated	Viatris in 2025, p. 6 Access and Global Public Health, p. 16
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	Viatris in 2025, p. 6 Access and Global Public Health, p. 16

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 website and on Viatris' website and provide more comprehensive information.

TCFD THEMATIC AREA	CROSS-REFERENCE OR ANSWER
Governance	Environment, pp. 35-41 Global Sustainability Topics of Priority, p. 48 Environment, Health and Safety, pp. 65-67 Global Sustainability Oversight and Compliance, pp. 70-71 2025 CDP Response (4.1, 4.2, 4.3)
Strategy	Environment, pp. 35-41 Environment, Health and Safety, pp. 65-67 2025 CDP Response (2.1, 2.2, 3.1, 3.6, 5.1)
Risk Management	Environment, pp. 36-37 Environment, Health and Safety, pp. 65-69 Global Sustainability Oversight and Compliance, pp. 70-71 2025 CDP Response (2.1, 2.2, 2.3, 2.4, 2.5)
Metrics and Targets	Environment, p. 36 Environment, Health and Safety, pp. 67-69 2025 CDP Response (7.6, 7.7, 7.8, 7.9, 7.53, 7.54)

Forward-Looking Statements

This sustainability report contains "forward-looking statements". These statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements may include, without limitation, statements about our sustainability goals; the goals or outlooks with respect to the Company's strategic initiatives and priorities, including but not limited to divestitures, acquisitions, strategic alliances, collaborations, or other potential transactions; the anticipated benefits of such strategic initiatives or priorities or restructuring activities; future opportunities for the Company and its products; the outcomes of clinical trials and research studies; R&D and new product development; and any other statements regarding the Company's future operations, financial or operating results, capital allocation, dividend policy and payments, share repurchases, debt ratio and covenants, anticipated business levels, future earnings, planned activities, anticipated growth, market opportunities, strategies, imperatives, competitions, commitments, confidence in future results, efforts to create, enhance or otherwise unlock value, 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 possibility that the Company may not realize the intended benefits of, or achieve the intended goals or outlooks with respect to, its strategic initiatives and priorities; the possibility that the Company may be unable to achieve the intended or expected benefits of its enterprise-wide strategic review and related cost-saving and restructuring activities within the expected timeframe or at all; the possibility that the Company may be unable to achieve intended or expected benefits in connection with divestitures, acquisitions, strategic alliances, collaborations, or other transactions, or restructuring programs, within the expected timeframes or at all; goodwill or impairment charges or other losses; 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 short- or long-term shutdowns, inspections, remediation and restructuring activities, supply chain continuity, inventory management, or the ability to meet anticipated demand; the Company's failure to achieve expected or targeted future financial and operating performance and results; the potential impact of natural or man-made disasters, public health outbreaks, fires, accidents, weather, unrest or other emergencies in regions where we or our partners or suppliers operate; actions and decisions of healthcare and pharmaceutical regulators; changes in relevant laws, regulations and policies and/or the application or implementation thereof, including but not limited to tax, healthcare and pharmaceutical laws, regulations and policies globally; the ability to attract, motivate 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; products in development that receive regulatory approval may not achieve expected levels of market acceptance, efficacy or safety; longer review, response and approval times as a result of evolving regulatory priorities and reductions in personnel at health agencies; 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 IT systems; risks associated with having significant operations globally; the ability to protect intellectual property and preserve intellectual property rights; changes in third-party relationships; the effect of any changes in the Company's or its partners' customer and supplier relationships and customer purchasing patterns, including customer loss and business disruption being greater than expected following an adverse regulatory action, acquisition or divestiture; the impacts of competition, including decreases in sales or revenues as a result of the loss of market exclusivity for certain products; changes in the economic and financial conditions of the Company or its partners; uncertainties regarding future demand, pricing and reimbursement for the Company's products; uncertainties and matters beyond the control of management, including but not limited to general political and economic conditions, wars or other conflicts, potential for adverse impacts from future tariffs and trade restrictions, inflation rates and global exchange rates; and inherent uncertainties involved in the estimates and judgments used in the preparation of financial statements, and the providing of estimates of financial measures, in accordance with U.S. GAAP and related standards or on an adjusted basis.

For more detailed information on the risks and uncertainties associated with Viatris, see the risks described in Part I, Item 1A of the Company's Annual Report on Form 10-K for the year ended December 31, 2025 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). The contents of our website are not incorporated into this sustainability report or our filings with the SEC. Viatris undertakes no obligation to update any statements herein for revisions or changes after the date of this sustainability report, which is May 21, 2026 other than as required by law.

Note on Non-Financial Information

This Sustainability Report contains non-financial disclosures covering the period of January 1, 2025, through December 31, 2025, unless otherwise stated. While we believe that the information presented in this report fairly represents the position of Viatris as of the date of this report, non-financial information is subject to measurement uncertainties resulting from limitations inherent in the nature of, and the methods used for determining, such data. Some of our disclosures in this report are based on estimates and assumptions. Using different measurement techniques, which may all be acceptable, may result in materially different measurements. The precision of different measurement techniques may also vary. Except as otherwise indicated, the information in this report has not been audited, verified or attested to by any third party. Our 2025 Scope 1 & 2 GHG emissions have been verified by a third-party to a reasonable level of assurance in accordance with ISO 14064-3:2019 against the requirements of WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard and the WRI/WBCSD GHG Protocol – Scope 2 Guidance – Amendment to the GHG Protocol Corporate Standard. The inclusion of information in this Sustainability Report is not an indication that we deem such information to be material or important to an understanding of our business or an investment decision with respect to our securities.