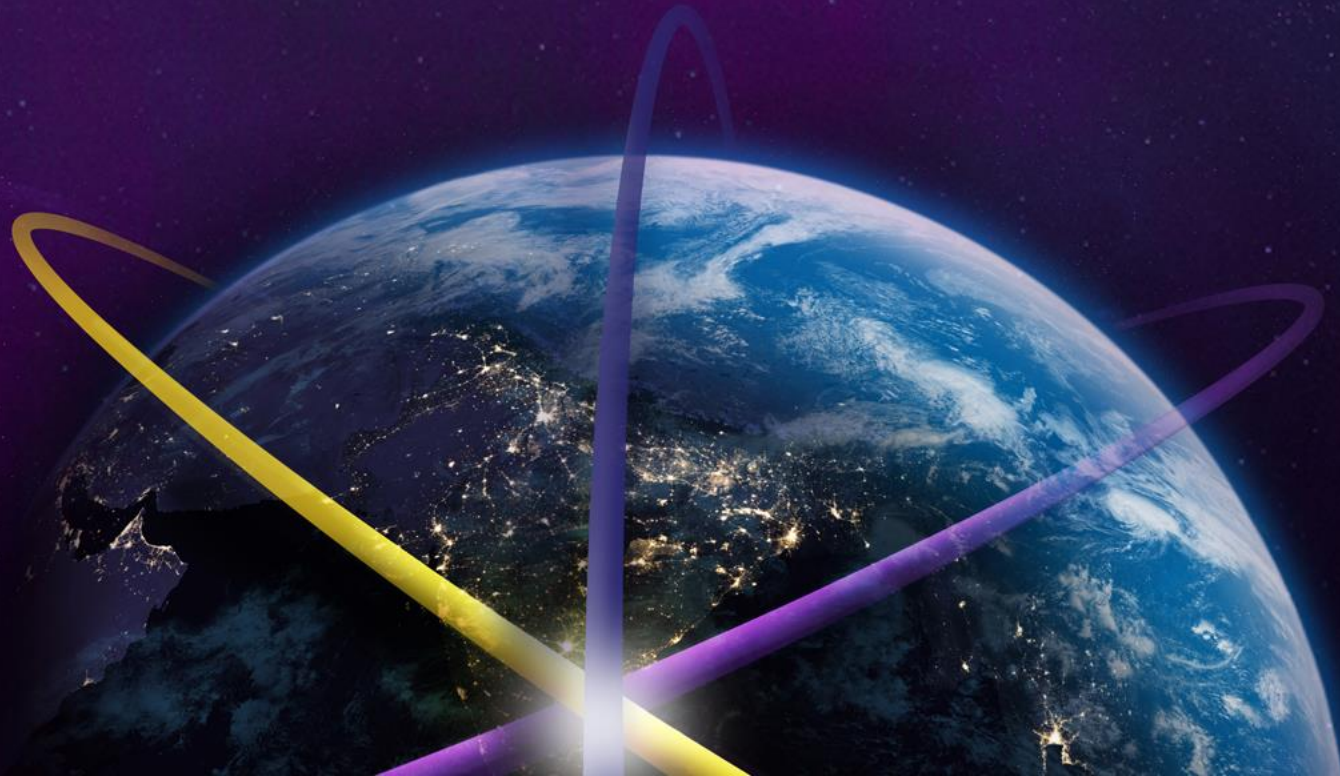




44th Annual J.P. Morgan Healthcare Conference



January 13, 2026

Forward Looking Statements & Non-GAAP Financial Measures

Forward Looking Statements

This presentation contains “forward-looking statements”. These statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements may include, without limitation, statements about our strategic setup for 2026; anticipated launches collectively serve to strengthen our outlook for topline growth; enterprise-wide strategic review expected to deliver meaningful net cost savings over a multi-year period; significant cash flow generation for accretive business development to accelerate growth and capital return; the outcomes of clinical trials; meaningful pipeline milestones for selatogrel and cenerimod potentially redefining our long-term growth outlook; key recent and upcoming catalysts; anticipated regulatory decisions and launches; anticipated milestones; 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 benefits and synergies of such divestitures, acquisitions, strategic alliances, collaborations, or other transactions, or restructuring programs; future opportunities for the Company and its products; and any other statements regarding the Company’s future operations, financial or operating results, capital allocation, dividend policy and payments, share repurchases, debt ratio and covenants, anticipated business levels, future earnings, planned activities, anticipated growth, market opportunities, strategies, competitions, commitments, confidence in future results, efforts to create, enhance or otherwise unlock 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 (including divestitures, acquisitions, strategic alliances, collaborations, or other potential transactions) or accelerate its growth by building on the strength of its base business with an expanding portfolio of innovative, best-in-class, patent-protected assets; the possibility that the Company may be unable to achieve intended or expected benefits, goals, outlooks, synergies, growth opportunities and operating efficiencies in connection with divestitures, acquisitions, strategic alliances, collaborations, or other transactions, or restructuring programs, within the expected timeframes or at all; the ongoing risks and uncertainties associated with our recent divestitures; goodwill or impairment charges or other losses; 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, epidemics, pandemics or social disruption 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, including but not limited to “at-risk launches”; 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; success of clinical trials and the Company’s or its partners’ ability to execute on new product opportunities and develop, manufacture and commercialize products; any changes in or difficulties with the Company’s manufacturing facilities, including with respect to inspections, remediation and restructuring activities, supply chain or inventory or the ability to meet anticipated demand; the scope, timing and outcome of any ongoing legal proceedings, including government inquiries or investigations, and the impact of any such proceedings on the Company; any significant breach of data security or data privacy or disruptions to our 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, 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 Viatriis, 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, 2024, as amended, Part II, Item 1A of the Company’s Quarterly Report on Form 10-Q for the quarter ended March 31, 2025, Part II, Item 1A of the Company’s Quarterly Report on Form 10-Q for the quarter ended September 30, 2025, and our other filings with the SEC. You can access Viatriis’ filings with the SEC through the SEC website at www.sec.gov or through our website, and Viatriis strongly encourages you to do so. Viatriis routinely posts information that may be important to investors on our website at investor.viatriis.com, and we use this website address as a means of disclosing material information to the public in a broad, non-exclusionary manner for purposes of the SEC’s Regulation Fair Disclosure (Reg FD). The contents of our website are not incorporated into this presentation or our filings with the SEC. Viatriis undertakes no obligation to update any statements herein for revisions or changes after the date of this presentation other than as required by law.

Non-GAAP Financial Measures

This presentation includes the presentation and discussion of certain financial information that differs from what is reported under accounting principles generally accepted in the United States (“U.S. GAAP”). These non-GAAP financial measures, including, but not limited to, adjusted EBITDA, free cash flow, free cash flow excluding transaction-related costs, and adjusted EPS, are presented in order to supplement investors’ and other readers’ understanding and assessment of the financial performance of Viatriis Inc. (“Viatriis” or the “Company”). Free cash flow refers to U.S. GAAP net cash provided by operating activities less capital expenditures. Adjusted EBITDA margins refers to adjusted EBITDA divided by total revenues. Adjusted EPS refers to adjusted net earnings divided by the weighted average number of diluted shares of common stock outstanding. Viatriis has provided reconciliations of such non-GAAP financial measures to the most directly comparable U.S. GAAP financial measures. Investors and other readers are encouraged to review the related U.S. GAAP financial measures and the reconciliations of the non-GAAP measures to their most directly comparable U.S. GAAP measures set forth in this presentation or on our website at <https://investor.viatriis.com/financial-information/non-gaap-reconciliations>, and investors and other readers should consider non-GAAP measures only as supplements to, not as substitutes for or as superior measures to, the measures of financial performance prepared in accordance with U.S. GAAP.



Viatriis at a Glance

Financial Results over 12 Months Ended September 30, 2025⁽¹⁾

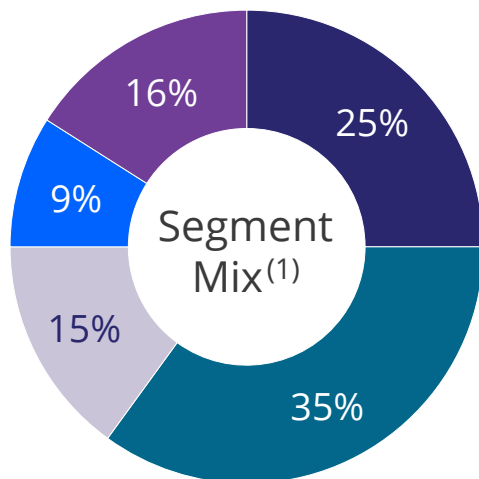
\$14.1B Total Revenues

\$4.1B Adjusted EBITDA

\$2.32 Adjusted EPS

\$2.2B Free Cash Flow⁽²⁾
Ex Transaction-related Costs

Well-Diversified Geographically



Net Sales by Segment

- North America
- Europe
- Emerging Markets
- JPN, AUS & NZ
- Greater China

Global Iconic Brands



Key Facts and Figures⁽³⁾

165+ Countries & Territories

>30k Colleagues

26 Manufacturing & Packaging Facilities

~1,400 Approved Molecules

~1B Patients Reached Annually⁽⁴⁾



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See slide 2 for more information on non-GAAP measures

- (1) Financial results and segment mix for the 12 months ended September 30, 2025.
- (2) Free cash flow for the 12 months ended September 30, 2025, was \$1.7B. Excluding the impact of transaction-related costs of \$529M, free cash flow was \$2.2B.
- (3) Key Facts and Figures data as of September 30, 2025.
- (4) Refer to our 2024 Sustainability Report for more information.

Delivered on Our 2025 Strategic Priorities

- ✓ Drove strong commercial execution across our global portfolio
- ✓ Advanced our pipeline, including five positive Phase 3 readouts
- ✓ Prioritized capital return with >\$1B returned to shareholders⁽¹⁾
- ✓ Targeted accretive regional business development, including our acquisition of Aculyx Pharma in Japan
- ✓ Substantially completed remediation at our Indore facility and met with U.S. FDA to discuss potential timing for reinspection
- ✓ Conducted enterprise-wide strategic review to help make Viatris more focused, efficient, and future-ready

Strategic Setup for 2026



Anticipated Launches

collectively serve to strengthen our outlook for topline growth



Enterprise-wide Strategic Review

expected to deliver meaningful net cost savings over a multi-year period



Significant Cash Flow Generation

for accretive business development to accelerate growth and capital return



Meaningful Pipeline Milestones

for selatogrel and cenerimod potentially redefining our long-term growth outlook

Key Recent and Upcoming Catalysts

Anticipated Regulatory Decisions and Launches

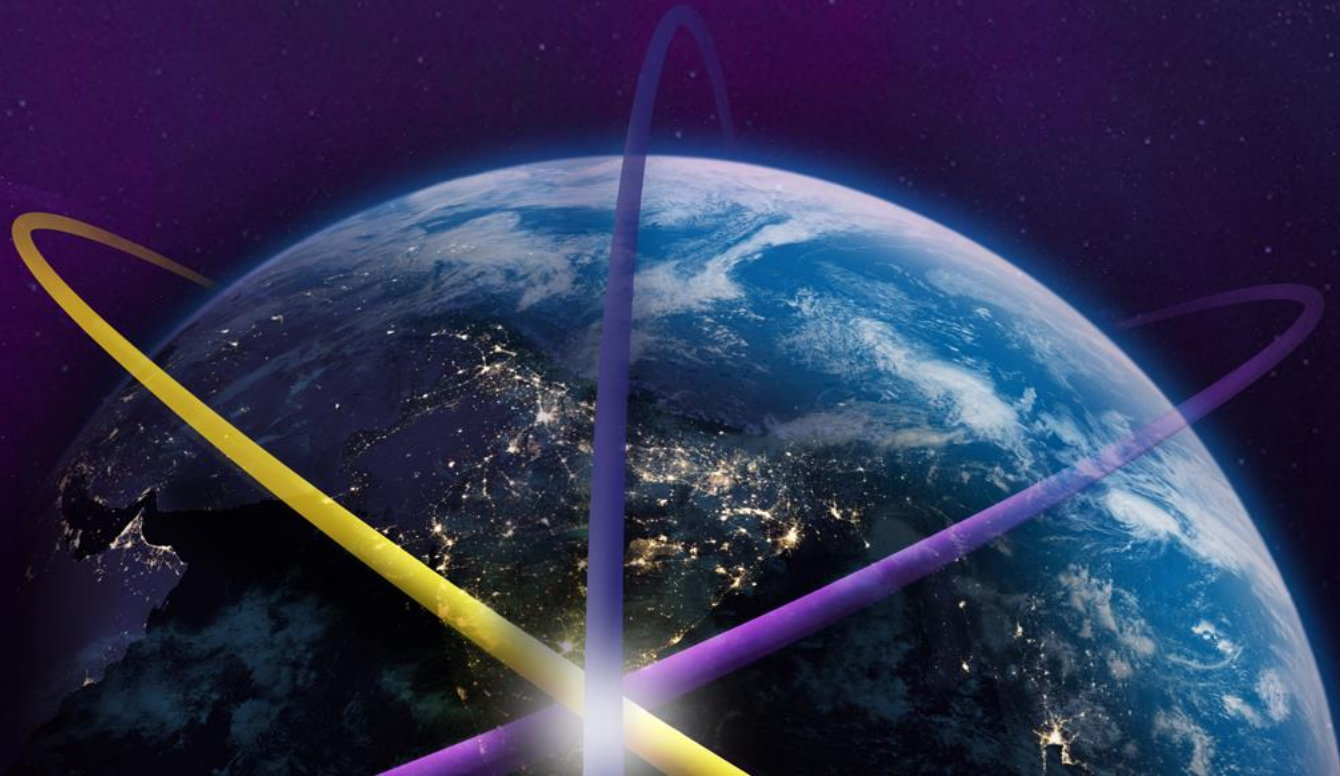
Asset	Region	Timing
Spydia® Status Epilepticus	Japan	Launched
Sotagliflozin Heart Failure	Ex-U.S., Ex-Europe	H1 2026
EFFEXOR® Generalized Anxiety Disorder	Japan	H1 2026
Low Dose Estrogen Weekly Patch Contraception	U.S.	H2 2026
Fast-Acting Meloxicam Acute Pain	U.S.	H2 2026
Phentolamine Ophthalmic Solution Presbyopia	U.S.	H2 2026
Pitolisant EDS associated with Narcolepsy and OSAS	Japan	H2 2026

Anticipated Milestones

Asset	Milestone
Cenerimod Systemic Lupus Erythematosus	Full Enrollment H1 2026
Selatogrel Acute Myocardial Infarction	Full Enrollment H2 2026
Nefecon IgA Nephropathy	Ph3 Readout H1 2026
Influvac High Dose Influenza	Ph3 Readout H2 2026
Phentolamine Ophthalmic Solution Visual Disturbances in Low Light Conditions	Ph3 Readout H2 2026



GAAP / Non-GAAP Reconciliations



U.S. GAAP Net Loss to EBITDA and Adjusted EBITDA

	Three Months Ended				Twelve Months Ended
	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	September 30, 2025
U.S. GAAP net loss.....	\$ (516.5)	\$ (3,042.0)	\$ (4.6)	\$ (128.2)	\$ (3,691.3)
Add / (deduct) adjustments:					
Income tax (benefit) provision.....	(10.0)	(55.0)	(212.5)	120.3	(157.2)
Interest expense (a).....	120.2	115.5	116.6	119.6	471.9
Depreciation and amortization (b).....	746.2	664.7	678.3	688.5	2,777.7
EBITDA.....	\$ 339.9	\$ (2,316.8)	\$ 577.8	\$ 800.2	\$ (598.9)
Add / (deduct) adjustments:					
Share-based compensation expense.....	32.3	55.2	37.1	36.0	160.6
Litigation settlements and other contingencies, net.....	111.6	(73.5)	(47.6)	55.7	46.2
Loss (gain) on divestitures of businesses.....	103.6	36.9	43.8	(1.6)	182.7
Impairment of goodwill.....	-	2,936.8	-	-	2,936.8
Restructuring, acquisition and divestiture-related and other special items.....	396.1	284.9	467.7	264.3	1,413.0
Adjusted EBITDA.....	\$ 983.5	\$ 923.5	\$ 1,078.8	\$ 1,154.6	\$ 4,140.4

(a) Includes amortization of premiums and discounts on long-term debt.

(b) Includes purchase accounting related amortization.

U.S. GAAP Net Loss Earnings to Adjusted Net Earnings and U.S. GAAP Diluted Loss Per Share to Adjusted EPS

	Three Months Ended				Twelve Months Ended	
	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	September 30, 2025	
U.S. GAAP net loss and U.S. GAAP diluted loss per share.....	\$ (516.5)	\$ (3,042.0)	\$ (4.6)	\$ (128.2)	\$ (3,691.3)	\$ (3.10)
Purchase accounting amortization (primarily included in cost of sales).....	673.5	583.5	597.8	605.8	2,460.6	
Impairment of goodwill (a).....	-	2,936.8	-	-	2,936.8	
Litigation settlements and other contingencies, net.....	111.6	(73.5)	(47.6)	55.7	46.2	
Interest expense (primarily amortization of premiums and discounts on long term debt).....	(9.0)	(9.2)	(9.5)	(9.9)	(37.6)	
Loss (gain) on divestitures of businesses (included in other expense (income), net) (b).....	103.6	36.9	43.8	(1.6)	182.7	
Acquisition and divestiture-related costs (primarily included in SG&A) (c).....	70.0	40.7	53.7	40.0	204.4	
Restructuring costs.....	65.2	92.9	26.6	17.2	201.9	
Share-based compensation expense.....	32.3	55.2	37.1	36.0	160.6	
Other special items included in:					-	
Cost of sales.....	50.5	41.6	59.1	89.4	240.6	
Research and development expense.....	-	0.7	1.4	5.6	7.7	
Selling, general and administrative expense.....	47.4	17.6	30.1	18.0	113.1	
Other expense (income), net.....	161.9	101.4	304.6	102.4	670.3	
Tax effect of the above items and other income tax related items (d).....	(134.9)	(182.3)	(366.5)	(46.1)	(729.8)	
Adjusted net earnings and adjusted EPS.....	\$ 655.6	\$ 600.3	\$ 726.0	\$ 784.3	\$ 2,766.2	\$ 2.32
Weighted average diluted shares outstanding.....	1,203.1	1,203.0	1,176.8	1,172.2	1,188.8	

(a) Includes a goodwill impairment charge of \$2.9 billion as a result of the interim goodwill impairment test performed as of March 31, 2025.

(b) Consists of pre-tax charges (gains) related to the divestitures primarily due to an increase in estimated transaction related costs, including the assumption of additional contractual obligations, as well as the impact of working capital and other transaction-related adjustments.

(c) Acquisition and divestiture-related costs consist primarily of transaction costs including legal and consulting fees and integration activities.

(d) Adjusted for changes for uncertain tax positions.

Free Cash Flow and Free Cash Flow Excluding Transaction-related Costs

	Three Months Ended				Twelve Months Ended
	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	September 30, 2025
U.S. GAAP net cash provided by operating activities.....	\$ 482.7	\$ 535.5	\$ 219.7	\$ 744.9	\$ 1,982.8
Capital expenditures.....	(140.4)	(42.6)	(52.9)	(86.8)	(322.7)
Free cash flow.....	\$ 342.3	\$ 492.9	\$ 166.8	\$ 658.1	\$ 1,660.1
Acquisition and divestiture-related transaction costs and taxes.....	343.2	42.5	73.8	69.6	529.1
Free cash flow excluding transaction costs and taxes.....	\$ 685.5	\$ 535.4	\$ 240.6	\$ 727.7	\$ 2,189.2