VIATRIS™

JP Morgan Healthcare Conference

January 11, 2023

Forward Looking Statements

This presentation and the related webcast contain “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, our outlooks and expectations with respect to the end of our Phase 1 strategy in 2023 and our Phase 2 strategy in 2024-2028 and their related goals, targets, forecasts, objectives and commitments (together, the “Phase 1 and 2 Outlooks”); on track to complete $1B+ of cost synergies by end of 2023; continuing to add to our durable organic pipeline; new eye care division to add potentially >$1B annual peak net sales by 2028; ~$500M anticipated annual new product launches expected to offset base business erosion in phase 2 (20224-2028); complex injectable franchise anticipated to add potentially >$1B annual peak net sales by 2027; select novel & complex products to add potentially >$1B annual peak net sales opportunity by 2028; continuing to return and increase capital to shareholders through dividends and share repurchases in 2023; established and integrating new eye care division; initiated process for divestiture of non-core assets; strategic priorities and path to growth; continue to execute on base business; continue to deliver on organic pipeline; complete planned divestitures by end of 2023; return 50% of free cash flow for quarterly dividends and share buyback in 2024 onwards; compelling mid-teens adjusted EPS growth story 2024 onwards; three major components of future product launches are injectable franchise, select novel and other complex products, and new Viatris eye care division; delivering on our pipeline investments; ~$500M anticipated annual new product launches expected, excluding the new eye care division (phase 2: 2024-2028); statements about the Company’s new eye care division; pipeline with multiple phase III ready products; statements about the transaction pursuant to which Mylan N.V. (“Mylan”) combined with Pfizer Inc.’s Upjohn business (the “Upjohn Business”) in a Reverse Morris Trust transaction (the “Combination”) and Upjohn Inc. became the parent entity of the combined Upjohn Business and Mylan business and was renamed “Viatris Inc.” (“Viatris” or the “Company”), the benefits and synergies of the Combination or our global restructuring program, the Company’s strategic initiatives, including but not limited to potential and completed acquisitions or divestitures, 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, 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 the value of our unique global platform, 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: our strategic initiatives, including potential and completed acquisitions and divestitures, and our restructuring initiatives may not achieve their intended benefits; the implementation of our global restructuring initiatives and integration activities being more difficult, time consuming or costly than expected, or being unsuccessful; the potential impact of public health outbreaks, epidemics and pandemics, including the ongoing challenges and uncertainties posed by the COVID-19 pandemic; the Company’s failure to achieve expected or targeted future financial and operating performance and results; actions and decisions of healthcare and pharmaceutical regulators; changes in relevant laws and regulations, including but not limited to changes in tax, healthcare and pharmaceutical laws and regulations globally (including the impact of potential tax reform in the U.S.); the ability to attract and retain key personnel; the Company’s liquidity, capital resources and ability to obtain financing; any regulatory, legal or other impediments to the Company’s ability to bring new products to market, including but not limited to “at-risk launches”; success of clinical trials and the Company’s or its partners’ ability to execute on new product opportunities and develop, manufacture and commercialize products; any changes in or difficulties with the Company’s manufacturing facilities, including with respect to inspections, remediation and restructuring activities, supply chain or inventory or the ability to meet anticipated demand; the scope, timing and outcome of any ongoing legal proceedings, including government inquiries or investigations, and the impact of any such proceedings on the Company; any significant breach of data security or data privacy or disruptions to our information technology systems; risks associated with having significant operations globally; the ability to protect intellectual property and preserve intellectual property rights; changes in third-party relationships; the effect of any changes in the Company’s or its partners’ customer and supplier relationships and customer purchasing patterns, including customer loss and business disruption being greater than expected following the Combination; the impacts of competition, including decreases in sales or revenues as a result of the loss of market exclusivity for certain products; changes in the economic and financial conditions of the Company or its partners; uncertainties regarding future demand, pricing and reimbursement for the Company’s products; uncertainties and matters beyond the control of management, including but not limited to general political and economic conditions, 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 in the Company’s Annual Report on Form 10-K for the year ended December 31, 2021, as amended, 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 presentation or our other filings with the SEC. Viatris undertakes no obligation to update any statements herein for revisions or changes after the date of this presentation and the related webcast other than as required by law.

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Forward Looking Statements

In particular, certain statements relate to the Phase 1 and 2 Outlooks. Viatris believes that the assumptions used as a basis for the Phase 1 and 2 Outlooks are reasonable based on the information available to management at this time. However, this information is not fact, and you are cautioned not to place undue reliance on any such information. While certain of these statements might use language that imply a level of certainty about the likelihood that Viatris will attain the Phase 1 and 2 Outlooks, it is possible that Viatris will not attain them in the timeframe noted or at all. The Phase 1 and Phase 2 Outlooks reflect assumptions as to certain business decisions that are subject to change. Important factors that may affect actual results and cause the Phase 1 and 2 Outlooks not to be achieved, or that may change the underlying variables and assumptions on which the Phase 1 and 2 Outlooks were based and cause the Phase 1 and 2 Outlooks to differ materially, include, but are not limited to, risks and uncertainties relating to our planned acquisitions and divestitures, including whether such transactions are completed on the expected timelines or at all, failure to achieve the anticipated benefits of any acquisitions or divestitures, failure to receive the anticipated cash proceeds of any divestitures, inability to manage base business erosion, failure to bring new products to market on the expected timeframes or at all, failure to execute stock repurchases consistent with current expectations, stock price volatility, higher than anticipated SG&A, gross margins and R&D spend, industry performance, interest rate volatility, foreign exchange rates, tax rates, the regulatory environment and general business and economic conditions, as well as those set forth in the second paragraph of this "Forward Looking Statements" slide. In addition, although certain of the outlooks are presented with numerical specificity, they are still forward-looking statements that involve inherent risks and uncertainties. Further, the Phase 1 and 2 Outlooks cover multiple years and such information by its nature becomes less reliable with each successive year. Accordingly, there can be no assurance that any aspect of the Phase 1 and 2 Outlooks will be realized or that actual results will not differ materially. Therefore, you should construe these statements regarding the Phase 1 and 2 Outlooks only as goals, targets and objectives rather than promises of future performance or absolute statements.

Non-GAAP Financial Measures

This presentation and the related webcast include 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, adjusted EPS and gross leverage ratio are presented in order to supplement investors' and other readers' understanding and assessment of the financial performance of Viatris Inc. ("Viatris" or the "Company"). Free cash flow refers to U.S. GAAP net cash provided by operating activities, less capital expenditures. Adjusted diluted earnings per share ("adjusted EPS") refers to adjusted net earnings divided by the weighted average diluted shares outstanding for the relevant period. For the third quarter of 2022, Viatris calculated adjusted EBITDA as U.S. GAAP net earnings (loss) adjusted for income tax provision (benefit), interest expense and depreciation and amortization (to get to EBITDA) and further adjusted for share-based compensation expense, litigation settlements and other contingencies, net and restructuring, acquisition related and other special items.

Viatris has provided reconciliations of historical 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 on our website at https://investor.viatris.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.

Gross Leverage Target

The stated forward-looking non-GAAP financial measure of long-term gross leverage target of 3.0x, with a range of 2.8x – 3.2x, is based on the ratio of (i) targeted notional gross debt and (ii) targeted Adjusted EBITDA. However, the Company has not quantified future amounts to develop this target but has stated its goal to manage notional gross debt and adjusted earnings and adjusted EBITDA over time in order to generally maintain or reach the target. This target does not reflect Company guidance.

Phase II Outlook

The Company is not providing forward-looking information for U.S. GAAP net earnings (loss), U.S. GAAP earnings per share ("U.S. GAAP EPS") and U.S. GAAP net cash provided by operating activities or a quantitative reconciliation of its Phase II adjusted EBITDA, adjusted EPS and free cash flow outlooks or expectations to their most directly comparable U.S. GAAP measures, U.S. GAAP net earnings (loss), U.S. GAAP EPS and U.S. GAAP net cash provided by operating activities, respectively, because it is unable to predict with reasonable certainty the ultimate outcome of certain significant items, including integration and acquisition-related expenses, restructuring expenses, asset impairments, litigation settlements and other contingencies, such as changes to contingent consideration and certain other gains or losses, as well as related income tax accounting, because certain of these items have not occurred, are out of the Company's control and/or cannot be reasonably predicted without unreasonable effort. These items are uncertain, depend on various factors, and could have a material impact on U.S. GAAP reported results for the relevant periods.

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Agenda

▸ Strategic Overview	Michael Goettler CEO
▸ Current Pipeline Opportunities	Rajiv Malik PRESIDENT
▸ New Eye Care Division	Jeffrey Nau, PhD EYE CARE DIVISION

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Highlights and Key Accomplishments

Business Performance & Execution

- Seven consecutive quarters of strong performance
- On track to complete $1B+ of cost synergies by end of 2023

Delivering on Our Pipeline Investments

- Continuing to add to our durable organic pipeline
  - New Eye Care Division to add potentially >$1B annual peak net sales by 2028
  - ~$500M anticipated annual new product launches expected to offset base business erosion in phase 2 (2024-2028)
  - Complex Injectable franchise to add potentially >$1B annual peak net sales by 2027
  - Select novel & other complex products to add potentially >$1B annual peak net sales by 2028

Capital Deployment

- Retired $2.1B of debt through Q3-2022
- Continuing to return and increase capital to shareholders through dividends and share repurchases in 2023

Strategic Initiatives & Restructuring

- Closed Biocon transaction
- Established and integrating new Eye Care Division
- Initiated process for divestiture of non-core assets
- Exited substantially all transitional services with Pfizer

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Strategic Priorities and Path to Growth

Continue to execute on base business

Continue to deliver on organic pipeline

Complete planned divestitures by end of 2023

Return 50% of FCF for Quarterly Dividends & Share Buyback in 2024 onwards

Compelling Mid-teens Adjusted EPS Growth Story 2024 Onwards

VIATRIS™ This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Delivering on Viatris' Current Pipeline

Rajiv Malik

Three major components
of future product launches

- Injectable franchise
- Select novel and other complex products
- New Eye Care Division

Delivering on Our Pipeline Investments

~$500M Annual New Product Launches; Excluding the New Eye Care Division
(Phase 2: 2024 – 2028)

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Complex Injectables – A Key Driver for Durable Launches

Potential >$1B Annual Peak Net Sales Opportunity by 2027

Product	Indication	Pre-Clinical	Analytical Characterization	Pivotal PK / Clinical	Under Regulatory Review	First to Market Opportunity
Glucagon™	Hypoglycemic Disorder					
Venofer®	Iron Deficiency Anemia					✓
Invega Sustenna®	Schizophrenia					
Victoza®	Type 2 Diabetes					
Sandostatin® LAR Depot	Severe Diarrhea Associated w/ Metastatic Tumors					✓
Invega Trinza®	Schizophrenia					✓
Abilify Maintena®	Bipolar Disorder / Schizophrenia					✓
Ozempic®	Type 2 Diabetes					✓
Wegovy™	Weight Loss					✓
Injectafer®	Iron Deficiency Anemia					✓

7 First to Market Opportunities Already Filed

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Select Novel & Other Complex Products

Potential >$1B Annual Peak Net Sales Opportunity by 2028 from Select Assets

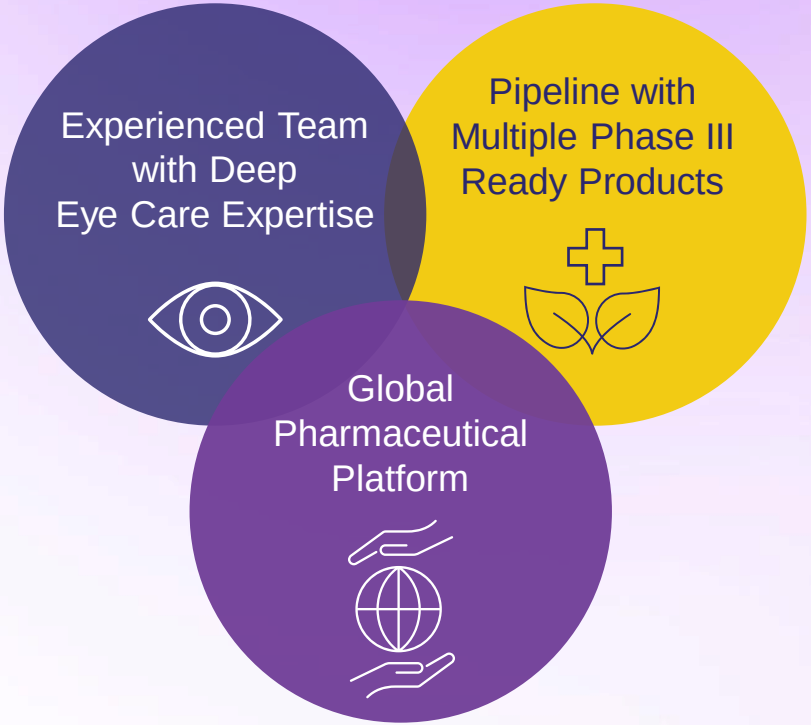
Product	Indication	Pre-Clinical	Phase I	Phase II	Phase III	Regulatory Approval	Status	Anticipated Launch Year
Glatiramer Once Monthly	Treatment of relapsing forms of multiple sclerosis						U.S. Submission Planned for Q1 2023	2024
Meloxicam Fast Acting (Opioid Sparing)	Opioid sparing treatment in post surgery pain						Preparing to Initiate Phase III Studies	2025
Xulane Low Dose	Birth control/ contraception						Phase III Ongoing	2026
Onabotulinumtoxin A (Botox®)	Treatment of cervical dystonia, overactive bladder, globular lines, others						IND Enabling Studies in Process	2026
Effexor® (GAD)	Generalized Anxiety Disorder						Phase III Ongoing	2027

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Introducing New Eye Care Division

Jeffrey Nau, PhD

New Eye Care Division



First Commercialized Product from Pipeline

Tyrvaya®

First and Only Nasal Spray
Approved for Dry Eye Disease

Preservative-free nasal spray delivering 0.03 mg varenicline in each 0.05 mL spray
INDICATION: Treatment of the signs and symptoms of dry eye disease

FOR INFORMATIONAL PURPOSES ONLY – NOT INTENDED FOR PROMOTION

VIATRIS™

This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Eye Care Portfolio & Pipeline

Projected to Add >$1B Net Sales by 2028

Product	Indication	Pre-Clinical	Phase I	Phase II	Phase III	Regulatory Approval	Status
Tyrvaya® (Varenicline solution)	Dry Eye Disease						Launched 10/15/21
MR-145 *(OC-01)*	Neurotrophic Keratopathy (Stage 1)						Phase II Ongoing
MR-146 *(OC-101 AAV-NGF)*	Neurotrophic Keratopathy (Stage 2 & 3)						IND Enabling Studies Underway
MR -141	Presbyopia						Phase III Ready
MR-148	Dry Eye Disease						Phase III Ready
MR-149	Blepharitis						Phase III Ready
MR-140	Reversal of Mydriasis						Phase III Complete
MR-142	Dim Light or Night Vision Disturbances						Phase III Ongoing

Source: Company presentations / filings, clinicaltrials.gov

VIATRIS™
This document contains proprietary information of Viatris Inc. Unauthorized use, duplication, dissemination or disclosure to third parties is strictly prohibited.
© 2023 Viatris Inc. All Rights Reserved. VIATRIS and the Viatris Logo are trademarks of Mylan Inc., a Viatris company.

Question and Answer

VIATRIS™