



A MESSAGE FROM THE CEO: Reflecting on our **JOURNEY**

If you have ever interacted with someone from Mylan, you know our mission is a cause that is deeply personal. Providing access to high quality medicine has been our purpose since the very beginning in 1961 in my home state of West Virginia, U.S. It has since expanded to include the lofty goal we set for ourselves at the beginning of my CEO tenure eight years ago – to provide the world's 7 billion people access to high quality medicine.

Starting with its very founding by two Army buddies determined to succeed at providing patients in need with access to medicine, and throughout our journey to become a global healthcare company, Mylan's story has been a uniquely special one. From founder Mike Puskar's effort to establish the company's fingerprint, to Executive Chairman Robert J. Coury's work to expand our global footprint, and my focus on establishing a sustainable blueprint for the company, our DNA has been defined by a passion for expanding patient access to medicine. And I believe Viatris, the new company to be created by Mylan's planned combination with Upjohn, a division of Pfizer, will continue to carry on this mission.

Throughout our journey, we have taken our leadership responsibilities seriously and at every step have remained committed to our core founding principles – doing what's right, not what's easy. Our continued commitment to the U.N. Global Compact and the Compact's 10 principles is but one example of that dedication.

Health and well-being are interlinked throughout the U.N.'s 2030 Agenda for Sustainable Development, as health has multiple social, environmental and economic determinants. Moreover, good health enables participation in education, work life and decision-making. This critical linkage has never been more apparent than now, as the world grapples with the life-altering impacts of the COVID-19 pandemic.

We remain committed to helping lead positive, sustained change during these challenging times. The global social responsibility efforts within Mylan, in collaboration with our many external partners, reinforce that commitment.

We often take the path less traveled, and our efforts have had lasting impact. I am incredibly proud that Mylan has never shied away from challenging the status quo. That has included being active in addressing the concerns around the globe about prescription-drug prices; opioid addiction; fighting for the same quality standards no matter where a product is made; and helping to illuminate the complex supply chains that often make it difficult for patients and payers to get the full benefits of less

costly medication. We have always considered our role and how we can help address these issues in ways that best reflect our mission. One of our strongest legacies lies in the tireless work to provide access to treatment for HIV+ patients across the globe. Today, we help treat ~40% of the world's HIV+ patients on treatment. These and many more demonstrations of our efforts to break down barriers to access have continued to fuel my passion for the important work of this industry through the years.

In 2019 alone, Mylan:

- Expanded our partnership with the non-profit drug developer TB Alliance for the antibiotic pretomanid as part of two drug regimens, which will promote access to tuberculosis treatments to patients in low- and middle-income countries.
- Participated in the World Health Organization (WHO) prequalification pilot for cancer biologics on the Essential Medicines List.
- Became the first licensed generic manufacturer to receive WHO prequalification for daclatasvir, a direct-acting antiretroviral (DAA) used to treat hepatitis C, and made it available for one of the lowest prices in the world.

In 2019, we began work across the company to identify future goals and targets in the areas of Access, Diversity and Inclusion, and Environmental Health and Safety. I expect that the continuing commitment to achieving meaningful, lasting impact within the new planned company, Viatris, will drive those efforts forward.

As the first woman to be appointed CEO of a major pharmaceutical company, I am especially mindful of the importance of diversity and inclusion. When I took on this role in 2012, I was the 18th woman to join the ranks of Fortune 500 CEOs. Today, as I prepare to retire from Mylan at the conclusion of its planned transition to Viatris, there are still less than 40.

Capability knows no gender, but opportunity certainly does, and differing backgrounds and perspectives bring critical value to any team. Taken together, these concepts form the foundation of inclusive leadership, which is something I've been fortunate to experience firsthand during my years working with Mylan's management team. While my time as Mylan's CEO may be coming to an end, I will remain an active advocate for inclusive leadership and the actions required – from both men and women together – to move us toward a more equitable future.

As I said when I announced my retirement, my personal and professional journey with Mylan has been life-altering, and the many relationships I have forged will be life-long. I have been privileged to work with an incredibly talented and dedicated group of colleagues. I wish to take this opportunity to express my gratitude to all of Mylan's employees and partners for their hard work and collaboration over the years.

Working across boundaries with our partners and leveraging the passion of our employees have been essential components for Mylan's accomplishments throughout the decades, and I am convinced that they will be more important than ever as our collective mission continues. As I have always believed, it is not the abilities of each individual player that leads to lasting success, but the strength of the entire team – the "Power of Us" truly can change the world.


Heather Bresch, CEO

SUSTAINABLE DEVELOPMENT GOALS

Mylan supports the 2030 Agenda for Sustainable Development, as articulated by the U.N., in the adoption of the Sustainable Development Goals (SDGs), by all U.N. member states in 2015. And we know that companies must play an active role for these goals to be achieved.

Good Health and Well-Being (3) is the goal where we can have our most significant positive impact. Our portfolio, footprint and our partnerships enable us to truly contribute to this goal.

As a global healthcare company, how we conduct ourselves and interact with our partners impacts that and other goals. Therefore, we work to ensure a safe, fair and inclusive workplace. We nurture a culture of integrity and uphold ethical business practices. We support local communities and work diligently to reduce our environmental impact. These efforts are all integral to delivering on our mission of creating better health for a better world.

SDGs most relevant to Mylan



See p. 52, 87-96 for more information on the SDGs and Mylan's approach.

This document contains “forward-looking statements”. Such forward-looking statements may include, without limitation, statements about the proposed combination of Upjohn Inc. (“Newco”) and Mylan N.V. (“Mylan”), which will immediately follow the proposed separation of the Upjohn business (the “Upjohn Business”) from Pfizer Inc. (“Pfizer”) (the “proposed transaction”), the expected timetable for completing the proposed transaction, the benefits and synergies of the proposed transaction, future opportunities for the combined company and products and any other statements regarding Pfizer’s, Mylan’s, the Upjohn Business’s or the combined company’s future operations, financial or operating results, capital allocation, dividend policy, debt ratio, anticipated business levels, future earnings, planned activities, anticipated growth, market opportunities, strategies, competitions, and other expectations and targets for future periods. Forward-looking statements may often be identified by the use of words such as “will”, “may”, “could”, “should”, “would”, “project”, “believe”, “anticipate”, “expect”, “plan”, “estimate”, “forecast”, “potential”, “pipeline”, “intend”, “continue”, “target”, “seek” and variations of these words or comparable words. Because forward-looking statements inherently involve risks and uncertainties, actual future results may differ materially from those expressed or implied by such forward-looking statements. Factors that could cause or contribute to such differences include, but are not limited to: ongoing challenges and uncertainties posed by the Covid-19 pandemic for businesses and governments around the world; the parties’ ability to meet expectations regarding the timing, completion and accounting and tax treatments of the proposed transaction; changes in relevant tax and other laws; the parties’ ability to consummate the proposed transaction; the conditions to the completion of the proposed transaction, including receipt of approval of Mylan’s shareholders, not being satisfied or waived on the anticipated timeframe or at all; the regulatory approvals required for the proposed transaction not being obtained on the terms expected or on the anticipated schedule or at all; 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 accounting principles generally accepted in the United States of America and related standards or on an adjusted basis; the integration of Mylan and Newco being more difficult, time consuming or costly than expected; Mylan’s, the Upjohn Business’s and the combined company’s failure to achieve expected or targeted future financial and operating performance and results; the possibility that the combined company may be unable to achieve expected benefits, synergies and operating efficiencies in connection with the proposed transaction within the expected time frames or at all or to successfully integrate Mylan and Newco; customer loss and business disruption being greater than expected following the proposed transaction; the retention of key employees being more difficult following the proposed transaction; Mylan’s, the Upjohn Business’s or the combined company’s liquidity, capital resources and ability to obtain financing; any regulatory, legal or other impediments to Mylan’s, the Upjohn Business’s or the combined company’s ability to bring new products to market, including but not limited to where Mylan, the Upjohn Business or the combined company uses its business judgment and decides to manufacture, market and/or sell products, directly or through third parties, notwithstanding the fact that allegations of patent infringement(s) have not been finally resolved by the courts (i.e., an “at-risk launch”); success of clinical trials and Mylan’s, the Upjohn Business’s or the combined company’s ability to execute on new product opportunities; any changes in or difficulties with Mylan’s, the Upjohn Business’s or the combined company’s manufacturing facilities, including with respect to 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 investigations, and the impact of any such proceedings on Mylan’s, the Upjohn Business’s or the combined company’s consolidated financial condition, results of operations and/or cash flows; Mylan’s, the Upjohn Business’s and the combined company’s ability to protect their respective intellectual property and preserve their respective intellectual property rights; the effect of any changes in customer and supplier relationships and customer purchasing patterns; the ability to attract and retain key personnel; changes in third-party relationships; actions and decisions of healthcare and pharmaceutical regulators; the impacts of competition; changes in the economic and financial conditions of the Upjohn Business or the business of Mylan or the combined company; the impact of outbreaks, epidemics or pandemics, such as the coronavirus pandemic; uncertainties regarding future demand, pricing and reimbursement for Mylan’s, the Upjohn Business’s or the combined company’s products; and uncertainties and matters beyond the control of management and other factors described under “Risk Factors” in each of Pfizer’s and Mylan’s Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission (“SEC”). These risks, as well as other risks associated with Mylan, the Upjohn Business, the combined company and the proposed transaction are also more fully discussed in the Registration Statement on Form S-4, as amended, which includes a proxy statement/prospectus (as amended, the “Form S-4”), which was filed by Newco with the SEC on October 25, 2019 and declared effective by the SEC on February 13, 2020, the Registration Statement on Form 10, as amended, which includes an information statement (as amended, the “Form 10”), which has been filed by Newco with the SEC on January 21, 2020 and amended on February 6, 2020 and subsequently withdrawn on March 11, 2020, and is expected to be refiled prior to its effectiveness, a definitive proxy statement, which was filed by Mylan with the SEC on February 13, 2020 (the “Proxy Statement”), and the prospectus, which was filed by Newco with the SEC on February 13, 2020 (the “Prospectus”). You can access Pfizer’s, Mylan’s and Newco’s filings with the SEC through the SEC website at www.sec.gov or through Pfizer’s or Mylan’s website, as applicable, and Pfizer and Mylan strongly encourage you to do so. Except as required by applicable law, Pfizer, Mylan and Newco undertake no obligation to update any statements herein for revisions or changes after this the date of this document, which is May 4, 2020.

Additional Information and Where to Find It

This document shall not constitute an offer to sell or the solicitation of an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended. In connection with the proposed transaction, Newco and Mylan have filed certain materials with the SEC, including, among other materials, the Form S-4, Form 10 and Prospectus filed by Newco and the Proxy Statement filed by Mylan. The Form S-4 was declared effective on February 13, 2020 and the Proxy Statement and the Prospectus were first mailed to shareholders of Mylan on or about February 14, 2020 to seek approval of the proposed transaction. The Form 10 has not yet become effective. After the Form 10 is effective, a definitive information statement will be made available to the Pfizer stockholders relating to the proposed transaction. Newco and Mylan intend to file additional relevant materials with the SEC in connection with the proposed transaction. INVESTORS AND SECURITY HOLDERS ARE URGED TO READ DOCUMENTS FILED WITH THE SEC CAREFULLY AND IN THEIR ENTIRETY BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT MYLAN, NEWCO AND THE PROPOSED TRANSACTION. The documents relating to the proposed transaction (when they are available) can be obtained free of charge from the SEC’s website at www.sec.gov. These documents (when they are available) can also be obtained free of charge from Mylan, upon written request to Mylan or by contacting Mylan at (724) 514-1813 or investor.relations@mylan.com or from Pfizer on Pfizer’s internet website at <https://investors.Pfizer.com/financials/sec-filings/default.aspx> or by contacting Pfizer’s Investor Relations Department at (212) 733-2323, as applicable.

Participants in the Solicitation

This document is not a solicitation of a proxy from any investor or security holder. However, Pfizer, Mylan, Newco and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the proposed transaction under the rules of the SEC. Information about the directors and executive officers of Pfizer may be found in its Annual Report on Form 10-K filed with the SEC on February 27, 2020 and its definitive proxy statement relating to its 2020 Annual Meeting filed with the SEC on March 13, 2020. Information about the directors and executive officers of Mylan may be found in its Annual Report on Form 10-K filed with the SEC on February 28, 2020, and its definitive proxy statement relating to its 2019 Annual Meeting filed with the SEC on May 24, 2019. Additional information regarding the interests of these participants can also be found in the Form S-4, the Proxy Statement and the Prospectus. These documents can be obtained free of charge from the sources indicated above.