

Building on our Success While **Addressing Challenges** and **Preparing for the Future**

As Mylan has grown from a small regional company to one that serves patients in nearly every corner of the world, we have also expanded our commitment to social responsibility. It is an intrinsic component of our operations and part of our overall focus of ensuring long-term, sustainable results and positive impact. We know well that our actions affect not only the communities we serve but also our ability to fulfill our mission to provide 7 billion people access to high quality medicine.

In recent years, we have witnessed growing interest among stakeholders in companies that look to realize opportunities and create value by meeting societal needs and aspirations while effectively managing inherent risks. Our business model – built on access, diversification and durability, coupled with our commitment to social responsibility – has positioned Mylan well to be a long-term partner in this evolution.

In 2017, we formalized our approach to global social responsibility (GSR) oversight and reporting and since then have been purposefully building out our program with respect to GSR management, initiatives and communication. Our work has been informed by knowledge and insights from colleagues, business partners, investors, advocates and policymakers – to name just a few. We have established a solid foundation of central governance and board oversight, and relevant GSR topics are considered as a component of the company's enterprise risk management process.

To further our progress, as we entered 2019, we set out to establish companywide GSR goals and initiated workstreams to deliver on that commitment. We identified Access, Environmental Health and Safety, and Diversity and Inclusion as our initial areas of focus. However, we now are looking towards the intended combination of Mylan with Upjohn, a division of Pfizer, that is currently expected to occur in the second half of 2020. If the combination is completed, it will be more appropriate, and relevant, to establish goals once the combined company, Viatris, is formed and we are able to assess the goals that will be the most relevant to the new company. Across Mylan, functions that are key to our environmental, social and governance performance have made noteworthy progress that will continue to form the foundation for the future.

We also continued our engagement with key stakeholders in 2019. The discussions provided valuable insights about their expectations of Mylan

“Our leadership and board’s commitment to access and to social responsibility overall, combined with the daily dedication of our thousands of colleagues around the world who truly embrace that commitment, has allowed Mylan to create in only a few short years a formal GSR program and infrastructure that now both reflects and advances the significant work that has been occurring throughout the organization for decades.”

- Lara Ramsburg,
Head of Corporate Affairs



and their perspectives about the pharmaceutical industry while also offering an important opportunity to share what we believe makes Mylan different. Topics that continue to be of great interest to stakeholders include: our ongoing business transformation efforts, our approach to pricing – including what we learned from EpiPen, quality and risk management, our corporate culture, our commitment to help address the misuse of opioids, and our work to reduce our environmental impact.

Our definition of access is making sure the medicine we make is actually getting into the hands of patients in the more than 165 countries and territories we serve.

Throughout the year, we continued our efforts in, as well as enhanced our communication around, GSR-related areas of interest to our stakeholders. We have strengthened our communication around what access means to Mylan. We have worked to better convey how the durability of our business model combined with the breadth of our product portfolio and the scale of our footprint has allowed us to make a lasting impact on access to medicine and how we differentiate ourselves from others in our industry. We have experienced the value of taking an active role across the world, in various forums, to advocate for access and quality, address the challenges patients face in accessing affordable alternatives, mitigate the risk for and impact from drug shortages, and promote responsible environmental conduct. We've also seen the critical importance of showing our dedication to high standards in our operations across our entire network. We refined our internal reporting processes on GSR topics and implemented a new digital platform to facilitate oversight. As always, while we have made progress, much work remains. All the above items must be constantly monitored, nurtured and refined for continued progress.

Transforming Our Business

2019 was a year of transformation and transition for Mylan, in the context of a healthcare landscape that is itself everchanging. Demographic forces, budget constraints, regulatory development, global trade relations, and an increasingly complex and competitive industry continue to challenge both companies and public healthcare systems. Keeping these forces and access in mind, we commenced an analysis of our operations with the goal to ensure a sustainable business that can continue to deliver high quality medicine.

We have assembled a world-class portfolio and pipeline, which have been and will continue to be our foundation as we work to maximize everything that we have built to date. As the global economy continues to evolve and become increasingly competitive, Mylan is committed to ensuring the long-term viability of its business in service to the many patients who rely on our medicines around the world. This includes work we have undertaken to transform our business to

unlock latent value and deliver improved economic profitability, while maintaining our commitment to providing access. We have applied a highly disciplined approach to how we invest every dollar across the business and have focused on rationalization of products not earning their cost of capital while refocusing commercial resources to promote further growth of other products. Throughout the process, Mylan has paid special attention to the availability of single source medications critical to patient health. We also are further centralizing and rightsizing our commercial and operating infrastructure, which includes a continuous evaluation of sites across our network to further optimize required production capacity and efficiencies. We believe this effort and mindset will position Mylan to create an even more powerful platform for patients and other stakeholders in the future.

A Champion for Global Health

While more people than ever before are accessing essential health services, far too many are still missing out. The unequal distribution of education, health and living standards is a barrier to human development. With about 2 billion people worldwide living on very low incomes without access to medicine or robust health systems, the need for leadership through innovation and partnership is as critical as ever.

Mylan is dedicated to breaking down barriers to access to medicine, reaching patients and providing solutions that will help people live healthier lives. Viatris, the new company created by Mylan's planned combination with Upjohn, a division of Pfizer, will remain dedicated to this mission.

"As a global healthcare company, we have a unique opportunity and responsibility to actively play a part in advancing positive change that benefits a large span of stakeholders. Not only as it relates to access to medicine, but beyond. As someone who was unfamiliar with Mylan until I joined via the Meda integration in 2016, I have found myself proud every day of my colleagues' work and the impact we have made and continue to make across the globe. As we continue to step up our social impact efforts, our potential to demonstrate additional leadership is significant."

- Lina Andersson, Head of Global Social Responsibility



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.