

Eli Lilly and Company
2023 Annual Meeting of Shareholders
May 1, 2023

The following questions were submitted by attendees during the Eli Lilly and Company (the “Company” or “Lilly”) 2023 annual meeting of shareholders, held on May 1, 2023 (the “2023 Annual Meeting”), and were not answered during the 2023 Annual Meeting due to time constraints. The Company has provided responses below.

Question: Are more spin-offs being considered?

Answer: While it is unique to have two global brand divestitures in a short period, we would not interpret this as a shift in strategy. The Company periodically has divested non-core products in the past. These divestitures of Baqsimi and olanzapine represent an opportunity for both parties to find value and allow Lilly to focus further on our core business and innovative pipeline.

As our core priorities are to successfully launch new products and drive new innovations, we may continue to make resource trade-offs and shift focus from our legacy products. We may continue to be opportunistic and assess divestment opportunities on a case-by-case basis.

Question: Where has the nomination originated for the three most recent members of the board?

Answer: Director candidates can be identified from several sources, including executive search firms retained by the board, incumbent directors, management, and shareholders. The Directors and Corporate Governance Committee of the board employs the same process to evaluate all candidates, including those submitted by shareholders, in accordance with our bylaws and corporate governance guidelines.

Question: Why does our company leadership not ban the "Forced Swim Test"?

Answer: Before clinical trials in humans take place, an important and legally required part of the drug development process are “in vivo” studies conducted in animals. In these studies, potential new medicines are tested to evaluate how the medicine functions in a living organism, as well as its safety profile. In biomedical research, animals have contributed to life-saving treatments in the areas of cancer, diabetes, vaccines, and neurological disorders, just to name a few. Lilly recognizes that we have an ethical and scientific responsibility to ensure the humane treatment of animals used in research and we’re committed to the responsible use of animals in medical research and the use of alternatives to animals testing whenever such methods are feasible, scientifically valid, and appropriate. We ensure that all research conducted by our employees or by third parties is in line with our values and compliant with relevant local, national and transnational laws and regulations to ensure the appropriate treatment of animals. We have not utilized the forced swim test over the past five years.

Question: What is the status of Trulicity production lately?

Answer: We are committed to supplying our incretins, including Trulicity, for people with type 2 diabetes. Lilly continues to invest and add manufacturing and supply capacity around the world. With the addition of our manufacturing facility in North Carolina, coupled with additional actions and expansions at other manufacturing sites, we are on track to achieve the goal shared in November 2022 to double Lilly’s incretin capacity by the end of 2023. Other previously announced investments and efficiency efforts are expected to allow us to dramatically expand manufacturing over the coming years, helping us to achieve our goal to supply the tremendous long-term global demand we expect for Lilly’s incretin medications.

For Trulicity, we continue to manage strong global demand and continued global incretin-therapy shortages. Thus, we will be managing tight supply as we ramp up capacity.

Question: I commend your decision on Humalog. Does your statement about not challenging market entry or biosimilars apply to your other medicines to treat diabetes?

Answer: Lilly believes that patients benefit most from a biopharmaceutical innovation ecosystem that both (a) incentivizes discovery and development of a sustainable pipeline of innovative drugs and (b) leads to reliable entry of lower-cost biosimilar and generic drugs. We are proud of the life-saving innovation and medicines that Lilly delivers to patients around the world. Lilly no longer holds significant patent protection for Humalog or other human insulin products such as Humulin—Lilly did not challenge follow-on biologics that entered the market. Consistent with our commitment to promoting access to our medicines so that our breakthroughs can transform more people's lives, Lilly supports the removal of regulatory or pricing, reimbursement and access restrictions for generics and biosimilars when intellectual property protections expire. In addition, Lilly has a long-standing practice of not seeking or enforcing patents for medicines in countries designated by the United Nations as the least developed.

Safe Harbor Statement

This document contains forward-looking statements (as that term is defined in the Private Securities Litigation Reform Act of 1995) that are based on the Company's current beliefs and expectations. Forward-looking statements inherently involve many risks and uncertainties that could cause actual results to differ materially from those expressed in forward-looking statements. Where, in any forward-looking statement, we express an expectation or belief as to future results or events, it is based on management's current plans and expectations, expressed in good faith and believed to have a reasonable basis. However, we can give no assurance that any such expectation or belief will result or will be achieved or accomplished. Investors therefore should not place undue reliance on forward-looking statements. Among other things, the Company's operations, results, business, goals and strategy may be affected by factors including, but not limited to, the risks and uncertainties in pharmaceutical research and development; competitive developments; regulatory actions; litigation and investigations; business development transactions; economic conditions; the extent and duration of the effects of the COVID-19 pandemic; and changes or developments in laws and regulations, including health care reform. For additional information about the factors that affect the company's business, please see the company's latest Forms 10-K, 10-Q, and any 8-Ks filed with the Securities and Exchange Commission. The Company undertakes no duty to update forward-looking statements except as required by applicable law.