2024 Impact Report

Pfizer

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Pfizer is a global biopharmaceutical company focused on advancing our Purpose—Breakthroughs that change patients' lives. It's our ambition to change a billion lives a year by 2027. Our Purpose Blueprint guides our strategy, and our core values—Courage, Excellence, Equity, and Joy—guide our decision-making and how we do business.

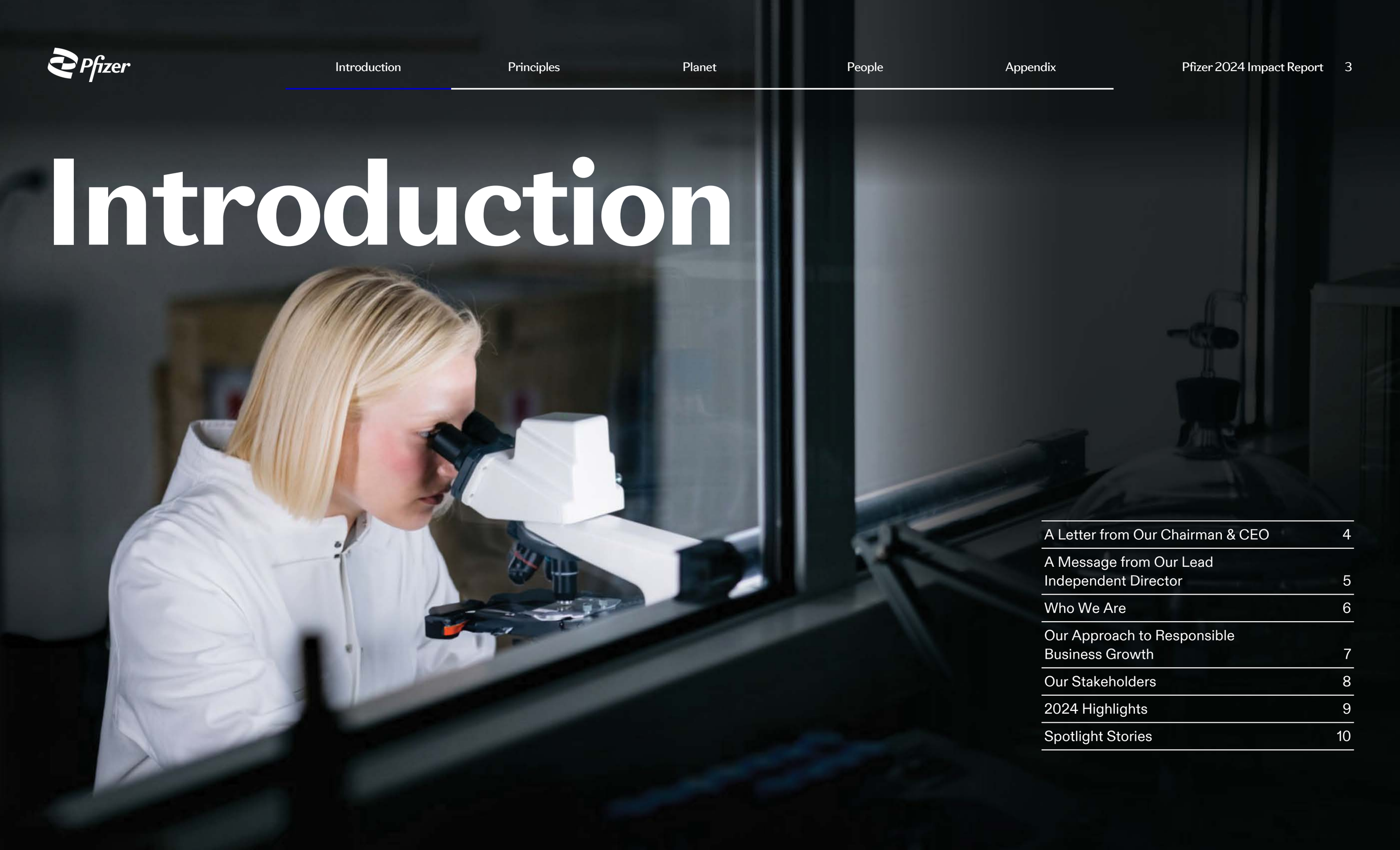
This report provides an overview of Pfizer's priorities and goals related to responsible business growth, which are aimed at contributing to long-term value creation and a sustainable, responsible, and patient-centric business model aligned to our Purpose. The updates included cover the fiscal year from January 1, 2024, to December 31, 2024, unless otherwise noted.

For more information, please see the About this Report section and Pfizer.com/Impact.

Where to find more information

2024 Annual Documents
2024 Annual Review
2024 Annual Report on Form 10-K
2025 Proxy Statement

Introduction



A Letter from Our Chairman & CEO

Dear Stakeholders,

Our colleagues are tremendously dedicated to making a difference for patients and helping create a brighter future. With Pfizer's 2024 Impact Report, we are pleased to share about our progress and the principles and values that guide us.

We are proud of our company's strong performance and positive impact last year. It makes us especially proud that we achieved these results while helping to improve global health and supporting the communities in which we live and work.

Pfizer is guided by our purpose—Breakthroughs that change patients' lives—and we are committed to pursuing bold innovation and impact while upholding our high standards. With robust governance, including active involvement by the Pfizer Board of Directors, we believe we made notable progress in 2024 toward responsible business growth.

This year's Impact Report highlights our efforts to support a sustainable and ethical global supply chain; transform healthcare delivery in underserved areas in the United States and around the world; and cultivate a culture championing the growth and contributions of our colleagues.

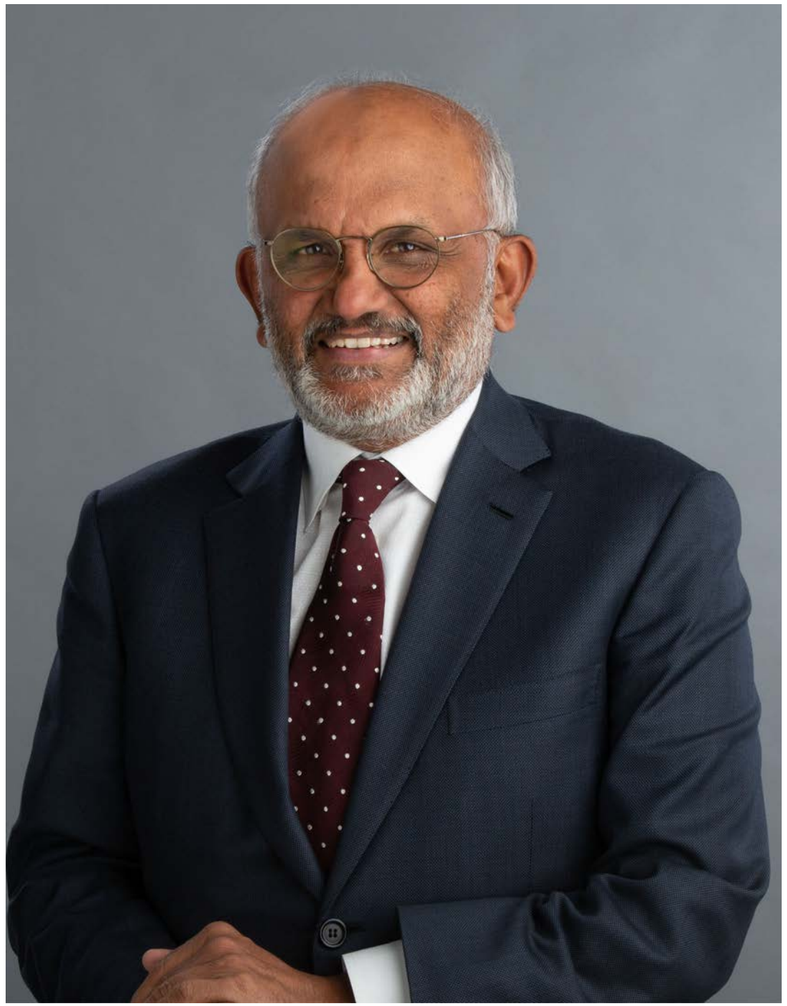
We appreciate the support and insights we gain from remaining close with key Pfizer stakeholders such as patients and caregivers, shareholders, partners, government policymakers, and regulators. These valued relationships strengthen our ability to make progress.

In 2024, we celebrated Pfizer's 175th anniversary. We aim to build upon our legacy of leadership and innovation by increasing access to medicines and vaccines, promoting sustainability and supporting our team to build trust and serve the patients who count on us.

Albert Bourla

Albert Bourla
Chairman & Chief Executive Officer
Pfizer Inc.

A Message from Our Lead Independent Director



2024 Impact Report

On behalf of the Board of Directors, thank you for your interest in Pfizer. The company's commitment to its Purpose—Breakthroughs that change patients' lives—is important for its long-term value creation and dedication to a responsible and resilient patient-centric business model. This model acts as the foundation for serving patients and communities with innovation and discovering, developing, and bringing medicines and vaccines to market.

The Board oversees this dedication primarily through the Governance Committee, which is responsible for oversight of our responsible business growth strategy, including the company's reporting, policies, and practices. Throughout the year, the Committee receives periodic updates from management on the company's progress. This 2024 Impact Report includes information about the roles the Board Committees play in overseeing specific elements of Pfizer's responsible business practices that align with their respective areas of responsibility.

I know all of us are proud to serve on the Board of a company that recognizes the importance of long-term growth while also advancing innovation with integrity to deliver on its Purpose. We appreciate your interest and are pleased to share Pfizer's progress in this report.

Sincerely,

Shantanu Narayen
Lead Independent Director

Who We Are

At Pfizer, our Purpose—Breakthroughs that change patients' lives—fuels everything we do. We innovate every day to make the world a healthier place. In 2024, we reached more than 414 million patients with our medicines and vaccines.[1]

As we celebrate our 175th year, we reflect on our rich history, which began in 1849 when cousins Charles Pfizer and Charles Erhart founded Charles Pfizer & Company in Brooklyn, New York. Their first product, an almond-flavored antiparasitic medicine called Santonin, laid the foundation for a legacy of innovation that continues today.

Our colleagues across the globe continue to be trailblazers—committed to translating advanced science and technologies into the therapies that matter most, and delivering reliable medicines and vaccines to patients and providers worldwide.

We strive to set the standard for quality, safety, and value in the discovery, development, and manufacture of healthcare products. We work across developed and emerging markets to advance wellness, prevention, treatments, and cures that challenge the most feared diseases of our time. We collaborate with healthcare providers, governments, and local communities to support and expand access to reliable, affordable healthcare around the world. For 175 years, Pfizer has worked to make a difference for those who rely on us.

[1] The Patients Reached metric is calculated from Pfizer and third-party datasets. Figures may be limited given the coverage provided by external sources (e.g., calendar duration, geographic and product coverage) and are subject to change. Numbers are estimates and in some cases use global volume, daily dosage, and number of treatment days to facilitate calculations. Methodologies used to calculate estimates may vary by product type given the nature of the product and available data. Patients taking multiple Pfizer products may be counted as multiple patients towards total. Numbers include estimated patient counts from our Accord for a Healthier World program. Numbers do not include comprehensive estimated patient counts from Ex-U.S. Patient Support Programs. Historical estimates may periodically be subject to revision due to restatements in the underlying data source.

Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy

With senior leader support and collaboration at all levels, we aim to improve health outcomes, build trust, create shared value, and make a positive impact on society for years to come through our Purpose Blueprint. Pfizer conducted an assessment to identify priorities related to responsible business growth, in alignment with our corporate strategy. We identified 30 key topics, which were mapped into the six priority areas listed below. These priority areas are integrated with our Blueprint Strategy and are incorporated into our Enterprise Risk Management (ERM) process.

Our Purpose: Breakthroughs that change patients' lives

Our 2027 Ambition: Change a billion lives a year

Our Purpose Blueprint Core Business Principles

01. Trust is Everything

- Act with integrity, always
- Create more leaders, fewer bosses
- Become the most trusted health brand

02. Science Will Win

- Bring the best of the outside in
- Create at the frontier
- Take on the world's biggest diseases

03. Disruption Calls for Innovation

- Place health information at people's fingertips
- Lead the industry in AI
- Power the biotech ecosystem

04. Time is Life

- Develop medicines at light speed
- Accelerate supply
- Reach every last patient faster

05. Execution Makes the Difference

- Establish the world's most productive development engine
- Create the world's best medicinal supply engine
- Build the world's most impactful commercial engine

Priority Areas related to Responsible Business Growth

Product innovation:

Reducing cycle times, increasing success rates, and getting more breakthroughs into the hands of patients sooner.

Climate change:

Taking action to reduce our greenhouse gas emissions and mitigate risks associated with a changing climate.

Equitable access and pricing:

Expanding affordable access to our breakthrough medicines and vaccines, and protecting people from the burden of infectious and other diseases.

Product quality and safety:

Maintaining a quality culture to ensure the highest priority is placed on the safety, efficacy, and reliability of our products, the safety of our patients and consumers, the quality of data supporting regulatory submissions, and interactions with our stakeholders.

Diversity, equity, and inclusion:

Creating opportunities to advance merit-based diversity, equity, and inclusion across our workforce, those with whom we do business, and society at large.

Business ethics:

Exercising strong corporate governance and risk management practices to promote the long-term interests of our stakeholders.

Our Values

Courage | Excellence | Equity | Joy

Our Stakeholders

In 2024, we continued to engage with a variety of stakeholders to inform our decision-making processes and provide us with insights as we work to advance our business responsibly.

Patients and Caregivers

Patients are our North Star. We work with patients and their caregivers to understand their needs and help ensure that our medicines and vaccines work to address their needs. As part of this, we engage with patients and patient advocacy groups to listen, learn, collaborate, and help address areas of unmet patient need and to incorporate their perspectives before we launch our medicines and vaccines.

Shareholders and Investors

Our shareholders, other stakeholders, and market analysts have a vested interest in Pfizer's operations and the short-, medium-, and long-term success of the company. We engage investors on relevant issues, such as corporate strategy, board composition, risk oversight, patient access and affordability, executive compensation, human capital, environmental goals, corporate political spending and lobbying activities through ongoing one-on-one conversations, targeted communications, and content on our Responsible Business webpage.

Colleagues

We are powered by our people. That's why we want all our colleagues to develop, grow, and succeed, and we believe that everyone deserves to be seen, heard, cared for, and respected. We engage with colleagues to understand their perspectives and needs, conduct regular surveys to understand colleague satisfaction and other aspects of corporate culture, and invest in programs to help colleagues manage their mental and physical well-being.

Partners

The scale of our ambition requires us to work in coordination and collaboration with a range of external partners. We engage with foundations, multilateral organizations, non-governmental organizations, community organizations, and coalitions on issues including access to medicines and vaccines, environmental concerns, transparency, and business ethics. We engage suppliers to understand their needs and support their efforts to reduce their environmental footprints. We work alongside global health and public health organizations to expand access to our medicines and vaccines, including on-the-ground support for health and education initiatives, and partner with academic and industry research alliances to help increase the number of future breakthroughs for patients. We also educate medical organizations about the latest research on our medicines and vaccines, our pipeline, and ways to access our products.

Governments, Policymakers, and Regulators

We engage policymakers and regulators to understand the external challenges and regulatory landscapes affecting patients, communities, and our commitment to our Purpose. Through ongoing two-way dialogue with policymakers and targeted one-on-one engagement with industry bodies, we guide our medicines from the laboratory to patients.

2024 Highlights

More than 414M patients reached in 2024 with our medicines and vaccines

Robust Pipeline
115 programs in development (Phase 1 through registration, as of February 4, 2025)

Supplier Engagement
65% of suppliers committed to science-based emission reduction targets

Named one of the **World's Most Ethical Companies** by Ethisphere for the fourth year in a row

Moved up to 4th place in **Access to Medicine Index** ranking of the world's largest pharmaceutical companies' efforts to improve access to essential medicines in low- and middle-income countries

Science Will Win
14 approvals received in 2024 from the U.S. Food and Drug Administration (FDA) and the European Medicines Agency (EMA)

Aiming to achieve the **Net Zero Standard** by 2040, which is 10 years earlier than the expectations of the standard

38,000+ colleague volunteer hours marked our 175th anniversary

See footnotes within the Responsible Business Performance section for more details.

Spotlight Stories

Stories that spotlight our commitment to responsible business growth

Accelerating Breakthrough Cancer Medicines

Advertisement as part of Pfizer's Let's Outdo Cancer campaign

Pfizer is tackling one of the most challenging health crises of our time. We aim to outpace, outsmart, and outmaneuver cancer at every turn. We are committed to building a world where people with cancer live better and longer lives. Over the past decade, we've taken bold new approaches to translate scientific research into effective medicines, bringing new hope to patients by developing a new generation of breakthroughs across multiple cancers and tumor types.

With Pfizer's acquisition of Seagen in 2023, we significantly expanded our Oncology organization to advance new standards of care and improve patient outcomes. Our dedicated oncology team is urgently working to discover, test, and deliver transformative treatments for some of the world's most prevalent cancers.

At the May 2024 American Society of Clinical Oncology (ASCO) Annual Meeting in Chicago, we shared key data across more than 50 programs in development and 20 ongoing pivotal trials enabled by deep technical expertise in core scientific modalities, including small molecules, antibody-drug conjugates (ADCs), and bispecific antibodies. Pfizer is aiming for eight cancer breakthroughs by 2030.

Cancer is not a singular disease, so our approach to treating it must be every bit as adaptive and nimble as the disease itself, and each day, our scientists get closer to discovering breakthroughs that could save lives.

Learn more about our work to fight cancer at www.LetsOutdoCancer.com.

Transforming Breast Cancer Care in Rural Rwanda

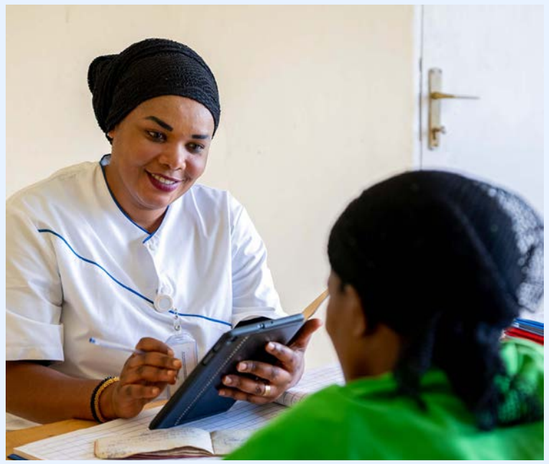
Globally, more than 2.3 million patients were diagnosed with breast cancer in 2022 alone,[1] and although the five-year survival rate in high-income countries exceeds 90 percent, it averages just 40 percent in sub-Saharan Africa.[2]

The burden of cancer disproportionately affects poor and marginalized communities due to stark inequalities in access to screening, diagnosis, and treatment. In low- and middle-income countries like Rwanda, breast and cervical cancers can be among the leading causes of illness and death for women, often due to late diagnosis and limited treatment options. Even when diagnosed, women living with breast cancer in these countries can experience a six-month delay on average before starting treatment, a critical time when the disease can progress.

The Pfizer Foundation[3] is supporting Partners In Health (PIH) to help improve breast cancer care and address barriers that Rwandan women face. PIH works with the Rwandan Ministry of Health to expand access to breast cancer diagnosis and treatment at the Buttaro Cancer Center of Excellence (BCCOE). BCCOE takes a multi-pronged approach to simultaneously address various aspects of breast cancer care, and is one of the only facilities in Rwanda where women can receive both diagnosis and treatment.

The Pfizer Foundation–supported initiative has made a significant investment in training Rwanda's local healthcare workforce, including nurses, oncologists, and community health workers. These professionals play a crucial role throughout the patient journey, from early cancer detection to accelerating access to treatment.

This program illustrates how innovative thinking, community engagement, and a commitment to equity can transform healthcare delivery in low-resource settings. PIH and The Pfizer Foundation are working to share this work and its learning with other countries facing similar challenges. Looking forward, we hope this program can serve as a model for comprehensive, patient-centered health systems globally.



1 World Health Organization. "Breast Cancer," World Health Organization, 13 Mar. 2024.

2 "Addressing Inequities in Breast Cancer Treatment in Sub-Saharan Africa: Insights from a Breast Cancer Surgeon in Nairobi."

3 The Pfizer Foundation is a separate legal entity from Pfizer Inc. with distinct legal restrictions.

Driving a Sustainable and Ethical Global Supply Chain

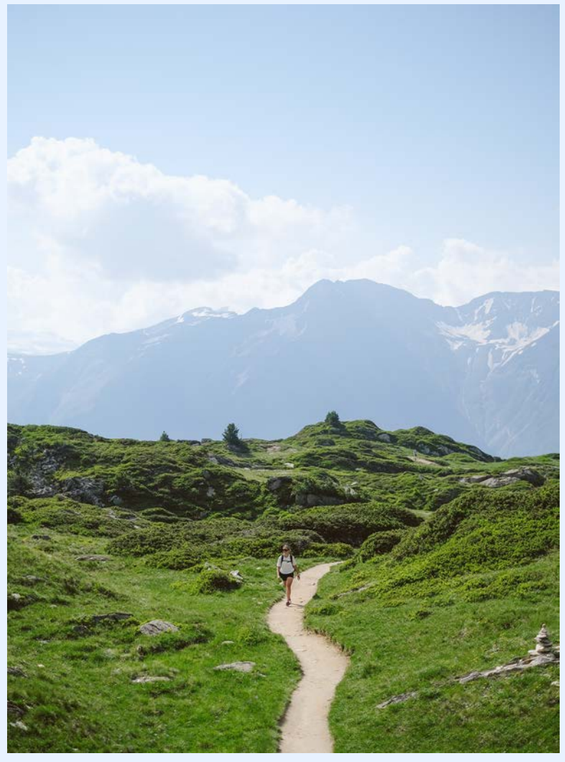
A wide-reaching supply chain, including a network of external suppliers, is essential to delivering medicines and vaccines that change patients' lives. Pfizer's robust expectations for integrity and quality, guided by rigorous governance processes, extend to suppliers and others acting on our behalf. Through stringent standards, regular audits, and transparency, we aim for a sustainable and socially responsible supply chain that aligns with our core values.

Our manufacturing and supply infrastructure is designed to provide capacity and redundancy for consistent production of high-quality products throughout our global network. Our packaging and storage innovations aim to enhance product safety and accessibility while reducing our environmental impact.

We recognize that environmental issues can result in profound societal and public health impacts. We remain committed to reducing our environmental impact throughout the value chain, with a particular focus in 2024 on logistics, transportation, and engagement with third-party suppliers. We actively seek to collaborate with suppliers who share our commitment to environmental stewardship and encourage them to adopt sustainable practices.

Pfizer is committed to conducting business in an ethical and responsible manner. This includes respecting internationally recognized human rights and upholding the principles of fairness, equality, and respect for human dignity. Our standards are designed to help ensure that our suppliers adhere to ethical labor practices and respect the rights of workers, in compliance with all applicable laws and regulations.

Learn more about Pfizer's Responsible Sourcing.



Cultivating a Culture That Champions Growth

All of our colleagues are encouraged to discover and embrace new experiences, explore opportunities, speak up, and learn from others. We're investing in making our company an amazing workplace for all by continuing to move away from traditional, linear career growth toward a more dynamic, fluid approach that embraces a variety of experiences and pathways. Colleagues are encouraged to pursue growth opportunities where they can own and thrive in their unique career journeys.

In 2024, we made significant progress in advancing professional development. More than 33,000 colleagues embarked on personalized growth journeys via our learning software platform. Our popular Growth Gigs and Secondments program continued to expand career horizons through exposure to work outside of traditional roles and/or functions, allowing colleagues to further grow. Our annual Growth Week supported colleagues' professional development with career panels, networking events, and ongoing engagement and cross-functional knowledge-sharing through the Pfizer Learning Academy.

At Pfizer, we recognize the need to regularly revisit what career growth means in the modern workplace to unleash each colleague's full potential and continue to collectively deliver breakthroughs that change patients' lives. For us, personal growth and scientific progress go hand-in-hand to drive us towards a more inclusive and healthier future for all.

Principles

Our Purpose and values guide our ethical decision-making and how we deliver breakthroughs. Pfizer prioritizes integrity, safety, and quality as we advance innovation for patients and seek to improve global health. Our Board of Directors is actively engaged in the governance and oversight of our responsible business growth strategy, which is aligned with our Purpose Blueprint strategy.

How our approach to governance supports the Sustainable Development Goals (SDGs)

Good Health and Well-Being

We aspire to ensure health and well-being for all through equitable access to medicines and vaccines.

Gender Equality

We aim to end discrimination against women and eliminate barriers to ensure equal opportunities for leadership and access to comprehensive health.

Decent Work and Economic Growth

We promote inclusive and sustainable economic growth, employment, and decent and safe working environments.

Climate Action

Through our goals we are taking urgent action to help combat climate change and its impacts.

Peace, Justice, and Strong Institutions

We operate to uphold justice, promote the rule of law, and develop ethical, transparent, and representative decision-making.

More information on the SDGs here.

Governance

Our governance of responsible business practices is built on the principles of oversight by our Board of Directors, commitment by and accountability of leadership, and colleague engagement. We leverage internal and external stakeholder perspectives to inform our strategy and priorities.

Board of Directors and Board Committees

The Board of Directors is elected annually by the shareholders. The primary responsibility of the Board is to represent shareholders, oversee management, and enhance long-term shareholder value. The Board elects the Chairman of the Board, the Chief Executive Officer, and other members of the senior management team, acts as an advisor and counselor to senior management, and ultimately monitors its performance. The function of the Board to monitor the performance of senior management is facilitated by the presence of a majority of independent, non-employee Directors who have substantive knowledge of the company's business. The Board has determined that all of our current Directors (other than Dr. Albert Bourla) are independent.

Pfizer's Board Committees are integral to the overall functioning of the Board. The Board has six committees:

- Audit Committee
- Compensation Committee
- Executive Committee
- Governance Committee
- Regulatory and Compliance Committee
- Science and Technology Committee

The committees' charters can be viewed on our corporate website at: Board Committee Charters.

Governance of Responsible Business Practices

Board Oversight

Governance Committee
- Responsible business strategy, reporting, policies, and practices
- Human capital management, including succession planning, culture, and talent management
- Political and lobbying activities
- Climate change program
- Reputational risk factors
- Board composition

Audit Committee
- Enterprise Risk Management program
- Information security and technology risks
- Company culture (compliance-related concerns, workplace behavior, harassment and retaliation)

Regulatory and Compliance Committee
- Compliance program
- Ethics and integrity, including company culture
- Product quality and safety
- Quality and compliance governance framework and risk management
- Healthcare-related regulatory and compliance risks in connection with the development, manufacturing, supply, and marketing of products, and risk mitigation efforts

Compensation Committee
- Executive compensation program, and approval of compensation of our executive officers
- Human capital management, which may include pay practices, recruiting, retention, career development, and succession planning (in collaboration with the Governance Committee)

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Executive Oversight

Executive Sustainability Committee *(Chaired by EVP, Corporate Affairs)*
- Executive-level oversight for responsible business strategy and risk management

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Strategy Setting and Management

Sustainability Steering Committee *(Chaired by Chief Sustainability Officer)*
- Responsible for setting responsible business strategy aligned to Pfizer's corporate strategy
- Responsible for responsible business priorities, performance, risk management, engagement, and reporting

Board Composition (as of April 24, 2025)

7 years
Average Director Tenure

13
Total Number of Directors on the Board

Director Tenure	10 + Years	3
	6 to 10 Years	5
	0 to 5 Years	5
Board Demographics	Female	3
	Ethnically Diverse	4
Key Skills and Experience	Business Leadership and Operations	11
	International Business	8
	Medicine and Science	5
	Healthcare and Pharma	5
	Finance and Accounting	8
	Risk Management	7
	Academia	3
	Human Capital Management	6
	Government and Public Policy	3
	Technology and Cybersecurity	5

Board Leadership Structure

In December 2024, following a thorough review by the Governance Committee, the independent Directors evaluated the Board's leadership structure, taking into consideration the company's performance under the current operating and governance environment, executive leadership changes, and investor feedback. The Committee, with input from the other independent Directors, determined that it would be in the best interest of the company and its shareholders for Dr. Bourla, Pfizer's CEO, to continue serving as Chairman of the Board in 2025. The Board concluded that Dr. Bourla demonstrates the leadership and vision necessary to lead the Board. His deep scientific, industry, and regulatory expertise, along with his extensive company knowledge, enables him to effectively lead the Board and execute company strategies. Dr. Bourla's leadership capabilities and business acumen, developed over 30 years of experience, were instrumental during 2024 as the company executed on its five 2024 strategic priorities. Under Dr. Bourla's leadership as Chairman and CEO in 2024, the company successfully integrated Seagen, refined our commercial model, changed our R&D leadership, delivered on our $4.0 billion net cost savings target from our ongoing cost realignment program, and initiated a series of programs designed for continued operational efficiency and margin expansion.

Board Composition and Independence

Our Board is composed entirely of independent Directors, other than Dr. Bourla. Each Director provides a unique perspective, experience, and skill set, which creates an effective and well-functioning Board.

To help ensure effective refreshment and proactively manage eventual vacancies on the Board, the Governance Committee and the full Board consider a broad pool of qualified Director candidates when seeking new Directors. As of April 24, 2025, the Board's average tenure is seven years.

Shareholders and other stakeholders may communicate with any of our Directors, including the Lead Independent Director and the Audit Committee Chair, as follows:

- By email: https://investors.pfizer.com/Investors/Corporate-Governance/Contact-Our-Directors/default.aspx.
- By mail: Office of the Corporate Secretary, Pfizer Inc., 66 Hudson Boulevard East, New York, NY 10001-2192.

Right Incentives

Our short-term incentive program is designed to drive strong performance and create long-term value while achieving our Purpose—Breakthroughs that change patients' lives—in line with our values. In addition to financial metrics, for the 2024 performance year, the Compensation Committee of the Board selected non-financial metrics aligned with our overall strategy, including pipeline achievements, the placement of qualified candidates in roles, and reduction in carbon gas emissions.

For additional details on the short-term incentive program, refer to the Pfizer 2025 Proxy Statement.

Business Ethics

At Pfizer, trust is everything. Our patient-centric Purpose and culture of quality, integrity, and safety are of paramount importance as we innovate and continue to deliver breakthroughs. Our leaders set the tone for our strong culture of integrity and encourage colleagues raising concerns to speak up without fear of retaliation.

Ethical Decision-Making & Transparency

Ethical decision-making drives breakthroughs that are not only innovative but also responsible and sustainable. At the heart of our Purpose lies a commitment to improving the well-being and health outcomes of individuals and communities. By adhering to ethical principles, our decisions are grounded in integrity, fairness, and respect for all stakeholders.

Our Code of Conduct (the Blue Book, available in over 30 languages) and related policies, procedures, and training, support ethical decision-making in line with our values—Courage, Excellence, Equity, and Joy. We incorporate ethics and business integrity expectations into internal performance management frameworks and assessments designed to foster accountability. Our Integrity in Hiring initiative, which is now in eight markets including the United States, incorporates ethics and compliance into the hiring process through interview questions and evaluations.

We are committed to the principle of transparency. We uphold high ethical, scientific, and medical standards in our R&D activities and are committed to disclosing financial and other interests and relationships that may create apparent or perceived conflicts of interest.

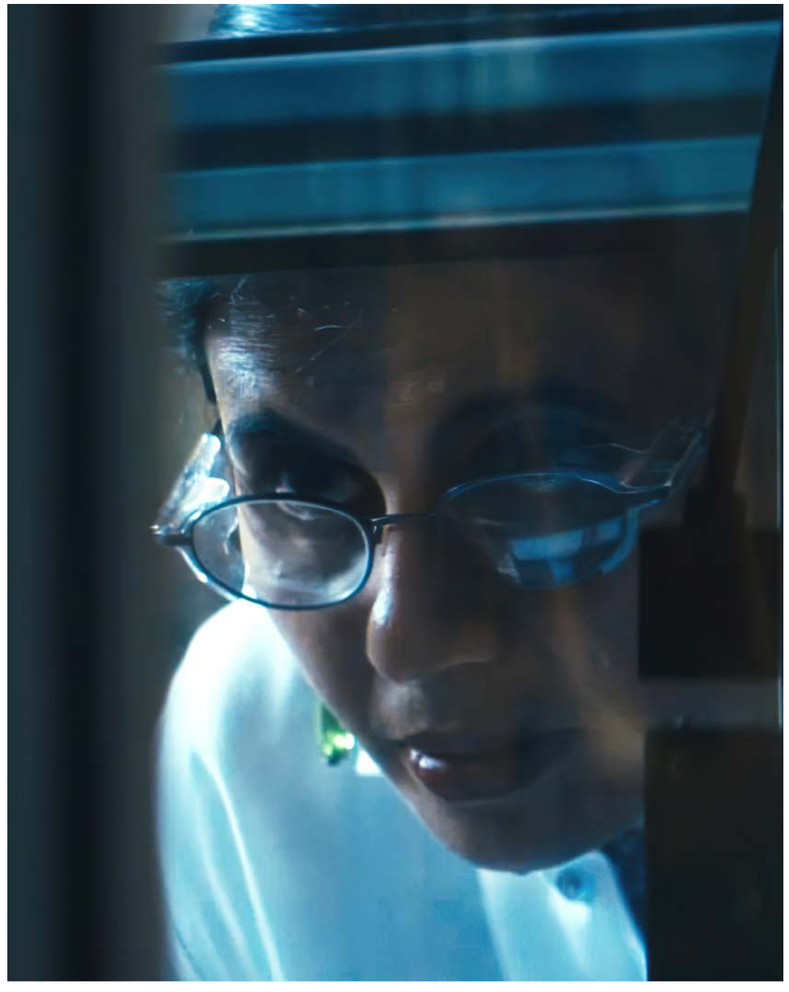
Human Rights

Pfizer is committed to conducting business in an ethical and responsible manner. This includes respecting internationally recognized human rights throughout our operations, from lab to patient, and our global supply chain of numerous local and global third-party vendors.

We continue to focus on the right to health as our most salient human right, with availability, accessibility, and affordability as key focus areas. Other salient human rights are the principle of nondiscrimination; the right to privacy; freedom from slavery, forced labor, and other abuses, including child labor; the right to enjoy just and favorable working conditions; the right to a safe workplace; and the right to a healthy environment.

In line with the UN Guiding Principles on Business and Human Rights, our approach to human rights focuses on risk that could have the most severe impact on people: our patients, our colleagues, the workers of our business partners, and the communities in which we operate. We strive to keep our policies up-to-date with our work and with the evolving external environment. Our latest update reflects our efforts to protect personal data and the right to privacy, and our principles for the responsible use of artificial intelligence.

Read more about Pfizer's commitment to human rights on our website.



Laws and Regulations Compliance

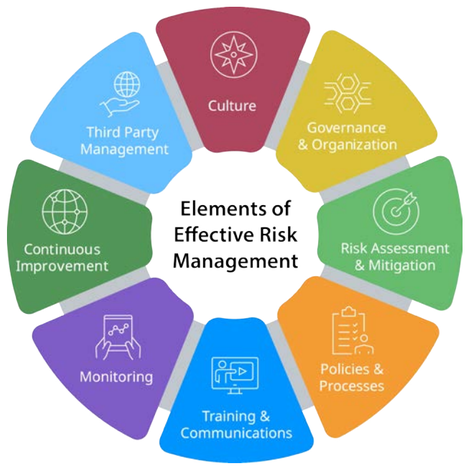
Quality, integrity, and proactive risk management help drive our efforts to enable innovation for patients and global health. Pfizer is committed to conducting business responsibly and acting ethically, in accordance with all applicable laws and regulations, and to deterring non-compliance. We expect the same from suppliers and other third parties acting on our behalf, as well as those acting on their behalf (e.g., subcontractors) in connection with work for Pfizer. We seek to identify and address risks as early as possible, preventing non-compliance proactively where possible.

Our ethics, compliance, and risk management program is designed to ensure direct access to leadership and the Board of Directors, sufficient resourcing, and independent execution of responsibilities. Our program is supported by full-time colleagues as well as a network of colleague "compliance champions" who serve as both models and resources to drive business-led quality and compliance ownership worldwide.

Our approach to risk management includes continuous assessment and evaluation, including:

- Regular engagement of independent third parties to assess our program against standards established by governments and industry best practices.
- A systematic and regular internal audit process that annually assesses our operations.
- Our Enterprise Risk Management process that works with our Quality and Risk Committees and key stakeholders across the company to annually identify, assess, and manage risk priorities.

Quality & Risk Governance Framework



Oversight of healthcare quality and compliance includes:

- Business ethics
- Quality and integrity in the discovery, development, manufacturing, and delivery of vaccines and medicines
- Responsible product marketing
- Third party risk management
- Compliance with anti-bribery/anti-corruption, transparency, product promotion, and other applicable laws and regulations

Regulatory and Compliance Committee of the Board
Chair: Independent Director

Board-level oversight of quality and compliance governance framework, connected to Enterprise Risk Management

Executive Compliance Committee
Chair: CEO

Highest-level internal compliance oversight body, composed of executive leadership and the Head of Corporate Audit

Quality & Risk Committees for core functional areas
Chairs: Senior leaders

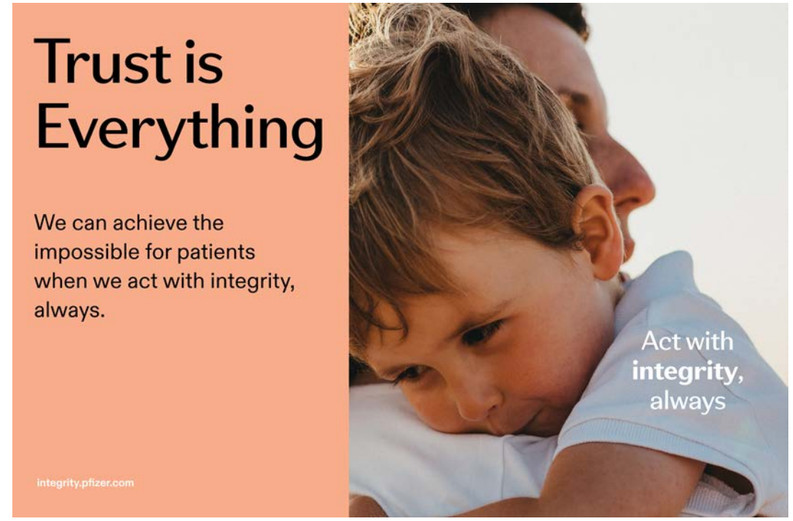
Innovative framework to advance business-led, proactive risk management and drive clear accountability for acting with integrity

Our robust, proactive quality and compliance governance framework is built around the elements of effective quality, compliance, and risk management, including:

- **Culture:** Leaders foster a culture consistent with our values, including psychological safety to support colleagues in speaking up or raising concerns without fear of retaliation. We expect managers to play a key role in reinforcing that acting with integrity is everyone's responsibility.
- **Policies:** Our clear, easy-to-understand policies and procedures include our principles-based Code of Conduct, Conflicts of Interest Policy, Anti-Bribery/Anti-Corruption Policy, and Open Door / whistleblower policy, which outlines our commitment to protect colleagues who raise concerns. Pfizer maintains a Global Policy on Interactions with Healthcare Professionals, which includes ethical marketing. Policies on interactions with healthcare organizations, physicians, patients, and other stakeholders can be found in the White Guide for U.S.-headquarters-based colleagues and the Orange Guide for U.S.-field-based colleagues.
- **Training:** Colleagues and certain third parties receive risk-based, role-specific training in key areas, including our Code of Conduct, ethical standards, responsible marketing and advertising practices, information security, safety reporting responsibilities, and anti-bribery/anti-corruption, upon hire and regularly thereafter (in general, every one to two years). Our training uses multi-modal components to address different learning styles, maximize engagement, and reinforce salience of content.
- **Communications:** Messaging about integrity, including leadership reinforcement of expectations, culture campaigns, and the creative use of various media, reinforces our focus on acting with integrity and speaking up. Our communications plans and materials aim to address global, functional, and regional priorities, and existing and emerging training, culture, and communication needs.
- **Risk Assessment & Mitigation:** Enterprise-level and tailored quality and compliance risk assessments, including in the area of anti-bribery/anti-corruption, are conducted regularly, on a market-by-market basis and within and across our core functions. These inform ERM and help enable oversight and appropriate resourcing to proactively manage risks.
- **Monitoring:** Live, continuous monitoring across key risk areas is designed to detect and remediate any potential non-compliance and identify opportunities for program enhancement, risk mitigation, and continuous learning.
- **Third Party Management:** Robust controls and processes, including a formal global anti-bribery/anti-corruption diligence process that includes screening, auditing, training, confirmation of policies, and monitoring of third-party agents and intermediaries, and other risk-based compliance controls, are designed to evaluate and mitigate risk related to third parties.

Anti-Bribery and Anti-Corruption (ABAC)

Our international anti-bribery and anti-corruption policies and procedures are designed to ensure compliance with the U.S. Foreign Corrupt Practices Act (FCPA) and applicable international anti-bribery laws and industry codes. Pfizer's ABAC policy, also known as "My Anti-Corruption Policy and Procedures" (MAPP), prohibits all forms of bribery and corruption, whether by colleagues or our business partners. Colleagues and business partners must never offer, promise, authorize, or provide a payment or benefit that is intended to improperly influence a government official, healthcare professional, or any other person, including commercial entities and individuals, in the exercise of their responsibilities. Learn more about Pfizer's ABAC program here.



Trust is Everything culture campaign

Open Door Culture and Investigations

Leaders and management are dedicated to fostering a culture in which all colleagues can ask questions, raise concerns, and report potential misconduct without fear of retaliation. We measure colleague comfort and awareness about raising concerns, including awareness of our Open Door Policy, through an annual confidential employee survey; results help focus leadership communications, training, and other proactive efforts to foster our culture.

Many channels exist for raising questions and reporting concerns, including the Compliance Helpline (third-party public hotline available by phone or web, in over 30 languages, with anonymous reporting where allowed under local law), our Legal Division and our Compliance Organization (through email, phone, fax, and mail, and directly to colleagues), and management. Our Open Door Policy encourages colleagues to present ideas, ask questions, and raise concerns. Retaliation against anyone who seeks advice, raises a concern, reports misconduct, or provides information in an investigation is strictly prohibited. In addition, our Ombuds Office is available to support colleagues with information and guidance to help them resolve work-related issues.

Pfizer takes reports of known or suspected misconduct seriously; our goal is to respond appropriately and promptly to all questions and reported concerns. We aim to identify and address any potential inappropriate conduct as early as possible, prevent future recurrences, and inform continuous improvement. We investigate all referable compliance issues (RCIs)—significant potential, suspected, or actual violations of law or policy. For RCIs where there is a substantiated violation, we institute individual discipline where appropriate, including measures such as coaching, warnings, and termination. Our investigations process includes analysis of the root cause of substantiated RCIs. After investigation, we work with accountable stakeholders to implement corrective and preventative actions. Pfizer monitors the effectiveness of these actions, adjusts as needed, and tracks and reports on progress. Pfizer has a process to escalate certain significant matters to the Executive Compliance Committee and to the Regulatory and Compliance and Audit Committees of the Board.

Intellectual Property (IP)

Pfizer's ability to drive science forward and deliver breakthroughs that change patients' lives is fueled by the protections provided by the intellectual property system. The patent system plays a crucial role in incentivizing innovation, promoting competition, and encouraging collaboration and partnerships, which are essential to scientific progress. By requiring the disclosure of inventions, the patent system facilitates the exchange of knowledge and ideas. It is this combination of incentives and disclosure that empowers companies like Pfizer to invest significant time, effort, and resources into the discovery, research, and development of groundbreaking medicines that have the potential to transform lives. We are committed to the responsible use of our intellectual property, as reflected in the "IP Principles for Advancing Cures and Therapies (IP PACT)."

Pfizer's Patent Policy Position aims to enhance transparency and offer greater clarity regarding our approach to patent filing and enforcement. Our patent filing decisions are based on a number of factors, chief among them whether the invention reflects a genuine innovation that will ultimately support the needs of patients. To learn more about our patent practices and commitment to access to medicines, please see our Patent Policy Position.

We recognize the unique socioeconomic challenges facing Least Developed Countries, as defined by the UN Committee for Development Policy, and have a policy of patent nonenforcement in those countries. This policy extends to our entire portfolio of vaccines and medicines. We have also engaged in a voluntary licensing agreement with the Medicines Patent Pool to help facilitate the production and supply of generic versions of our oral COVID-19 treatment. Our efforts here are just one part of how we're working to provide equitable access to medicines to the most vulnerable populations.

Pfizer continues to be a sponsor of the Inventor Assistance Program, a World Intellectual Property Organization (WIPO) initiative in cooperation with the World Economic Forum that matches developing country inventors and small businesses of limited financial means with patent attorneys that provide pro bono legal assistance to secure patent protection.

Political Contributions and Lobbying Activities

We understand the impact public policy has on our ability to meet patient needs and provide value to our shareholders. As such, we actively participate in dialogue around public policy with lawmakers and stakeholders to advocate and educate, in addition to explaining our perspectives. We believe that public policy engagement is an important and appropriate role for companies to be engaged with in open societies when conducted in a legal and transparent manner. Our public policy activities focus on helping to build a constructive discourse in the political and regulatory environment while supporting policies—and policymakers—who are aligned with our Purpose and position us to better deliver on these same ideals.

Pfizer's corporate political contributions and lobbying activities are focused on promoting the interests of the patients we serve and our company, without regard to the personal political preferences or affiliations of any of our colleagues, officers, or Board members. The company's corporate political contributions and lobbying activities are subject to robust internal procedures designed to align these efforts with our public policy priorities, applicable law, and patient-centric agenda. The company has an extensive training and reporting program designed to ensure compliance with applicable laws and regulations as well as Pfizer's internal standards. Pfizer's policy precludes the company from making direct independent expenditures in connection with any U.S. federal or state election. All corporate political contributions are published in the Pfizer Political Action Committee (PAC) and Corporate Political Contributions Report in compliance with Pfizer's corporate policy.

Pfizer is a member of various industry and trade groups that represent both the pharmaceutical industry and the business community at large to bring about consensus on broad policy issues. We realize that, in addition to trade group positions on healthcare policy issues, these organizations may engage in a broad range of other issues that extend beyond the scope of what is of primary importance to Pfizer's business. If concerns arise about a particular issue, we convey our concerns, as appropriate. We believe there is value in making sure our positions on issues important to patients, Pfizer, and our industry are communicated and understood within those organizations. Pfizer issued a report outlining the public policy positions of Pfizer and key trade associations across six areas of key public policy and strategic significance for Pfizer. The report also compares Pfizer and the trade associations' positions and describes the degree of alignment and areas of misalignment.

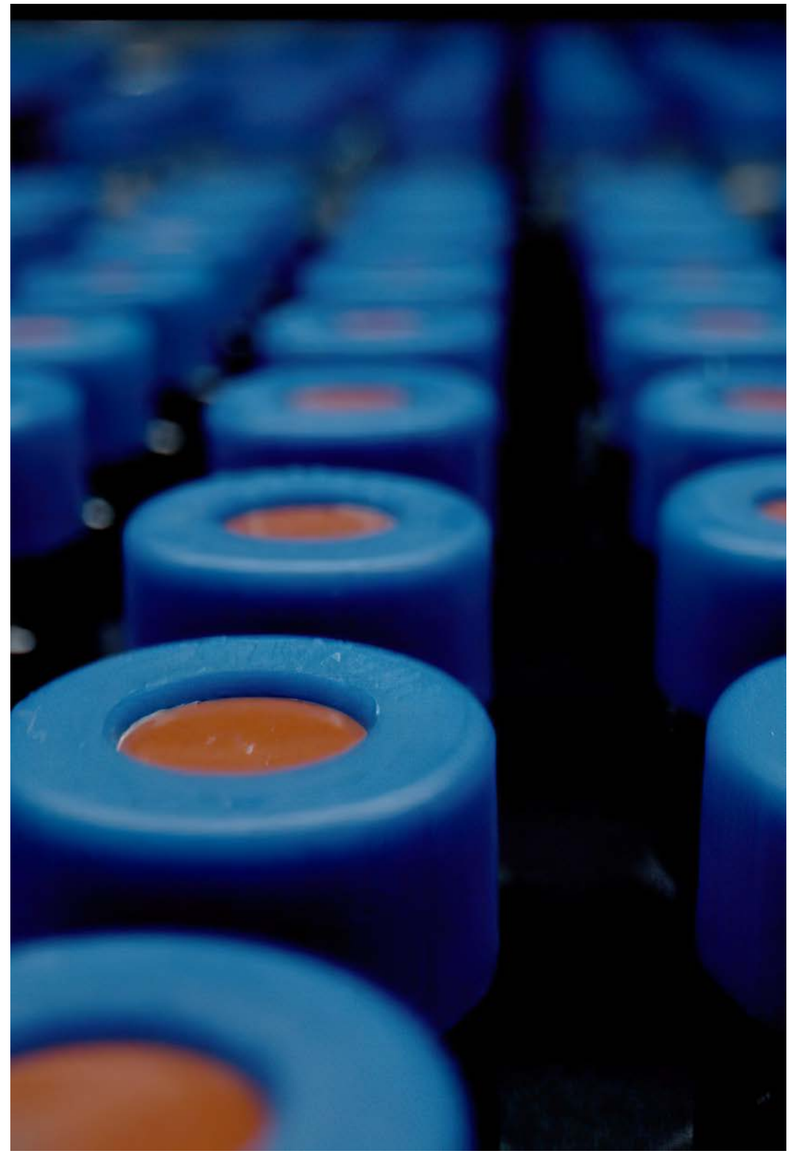
See here for information on our anti-bribery and anti-corruption program and here for a summary of our Anti-Bribery and Anti-Corruption Policy.

Responsible Tax Practices

Fulfilling our tax responsibilities is not only a legal obligation, it is also an important contribution to the communities in which we operate and part of fostering trust. We are committed to abiding by all tax laws in the countries in which we operate and paying all taxes due.

- We have a zero-tolerance approach to non-compliance with tax laws. Our Compliance Helpline is available for internal and external parties to raise concerns.
- Oversight and responsibility for tax matters lies with our Global Tax Department, reporting to our Chief Financial Officer. Our robust policies and procedures—overseen by our Board of Directors and Audit Committee—are designed to comply with all applicable laws and regulations, and are regularly reviewed and updated to reflect changing tax landscapes.
- Consistent with our commitment to sustainable values, we prioritize tax governance, compliance, planning, risk management, and transparency. We maintain constructive relationships with governmental authorities, recognizing the importance of engaging in open and transparent dialogue and acting with integrity.

Additional information about Pfizer's taxes is disclosed in the notes to our consolidated annual financial statements, which are subject to independent audit.



Product Quality and Safety

Patient health and safety are foundational to everything we do. We are committed to ensuring that our products are developed, manufactured, and supplied to high standards of quality, safety, and efficacy, and are assured through the deployment of our robust Quality Management System (QMS).

Quality Management

Patient-Centric Focus

We prioritize patient health and safety from early-stage R&D through the full product lifecycle, beginning in the lab with data modeling to identify and develop potential new therapies for areas of unmet medical need. Our clinical trials are designed in accordance with Good Clinical Practice (GCP) standards and have robust quality and safety oversight. Our global supply network manufactures and delivers products pursuant to robust policies and procedures in accordance with Pfizer's Global Quality Standards and relevant regulations, including Good Manufacturing Practice (GMP).

Our policies and procedures are based on applicable regulations and industry-leading best practices that reflect Pfizer's own high standards. Our internal operations and external vendors hold relevant manufacturing licenses/certifications indicating compliance with GMPs. Our quality performance is actively monitored through an integrated management system to identify and mitigate risk.

Our commitment to product safety and quality spans the entire product lifecycle. Our extensive safety system allows us to continuously monitor and evaluate a product's safety profile and relevant safety information from internal and external sources, including complaints and adverse event reports. We also enhance our knowledge and oversight of products through surveillance of epidemiologic safety studies, to characterize the real-world incidence of safety events of interest. This drives our benefit-risk assessment process aimed at ensuring that our medicines are of greater benefit to patients as compared to any known or potential risks that may be associated with our medicines. Ongoing monitoring enables proactive, data-driven actions involving patients, consumers, healthcare professionals, investigators, institutional review boards / independent ethics committees (IRBs/IECs), data monitoring committees (DMCs), and health authorities and regulators, all in line with internal and external standards.

Quality Management System

Pfizer's QMS, as defined in our Corporate Quality Policy, provides an integrated framework through which Pfizer implements our quality and safety standards, designed in line with applicable standards and requirements of health authorities and global regulators, such as: International Organization for Standardization (ISO) 13485; Good Practices (GxP) such as Good Laboratory Practices (GLP), GCP, GMP, Good Distribution Practices (GDP), and Good Pharmacovigilance Practices (GPvP); and the International Council for Harmonisation (ICH) of Technical Requirements for Pharmaceuticals for Human Use guidelines. The QMS covers pharmaceuticals, vaccines, medical devices, and in-vitro diagnostic products, in addition to focusing on:

- Research and development of products
- Clinical trial design and execution
- Regulatory submissions
- Manufacturing, packaging, and distribution and supply of products, including raw materials procurement
- Pharmacovigilance (PV) and post-market surveillance
- Commercial and medical affairs activities

This framework embeds quality management throughout the organization and is enabled by a governance structure with clear policies, communications, and escalation pathways, including to senior leadership and the Regulatory and Compliance Committee of the Board. Our QMS is continuously monitored to drive innovation and agility, while helping to ensure the timely identification and appropriate actioning of quality, safety, and compliance issues. Senior leaders with the appropriate accountability and authority periodically review the performance of the QMS, so that it continues to fulfill quality objectives, remains aligned with Pfizer's strategic direction, and is supported by appropriate resources.

Culture, Training, and Qualification

Our culture of quality and integrity is actively monitored, improved, and sustained through our QMS. Colleagues at all levels contribute to the development and implementation of initiatives to foster this culture, which reinforce the importance of product quality and safety. An example is Compliance and Safety Champions—individuals who act as culture ambassadors, encouraging open communication, proactive risk management, and speak-up behavior at all levels through colleague empowerment, peer-to-peer assistance, education, and open dialogue.

Our comprehensive global training and qualification policies and procedures are designed to ensure compliance with our scientific, ethical, legal, and regulatory obligations, as well as our own high standards. Requirements are in place so that all individuals (based on role and responsibility) who perform work for or on behalf of Pfizer have the appropriate education, training, and resources to work in compliance with applicable laws, regulations, and Pfizer policies. Training compliance is actively monitored and formally documented.

Risk and Issue Management

Our systematic, continuous, end-to-end risk management process aims to identify and mitigate quality, safety, and compliance risks. Criteria for conducting risk assessments are grounded in defined thresholds for escalation, which are routinely tracked and monitored.

Our framework enables proactive escalation of quality, patient safety, and regulatory compliance issues that could impact clinical development and marketed products. Issues are assessed by a cross-functional quality review team, and escalated to management, including Pfizer's most senior quality officer, as appropriate.

In 2024, 99.9% of batches of product were distributed with no recalls (U.S. Market).

Third Party Management

Pfizer recognizes the strategic importance of Contract Manufacturing Organizations (CMOs) and Contract Research Organizations (CROs). Our QMS is designed to ensure that third-party partner materials and services meet our exacting product quality standards, spanning the full product lifecycle, including R&D, clinical research, manufacturing, and distribution.

Processes are in place for the management and oversight of external parties who carry out work on Pfizer's behalf to assure control of outsourced activities and compliance with applicable laws, regulations, and Pfizer policies. We are committed to selecting companies that are responsible, ethical, and reliable partners. The performance of these partners is monitored, including through regularly conducted audits; audit outcomes are used to drive continuous improvement in both performance and compliance.

Audits and Inspections

As part of our independent audit program, we regularly assess the effectiveness of our QMS and our compliance with regulatory requirements worldwide and our own standards. Our audits also help us proactively identify and remediate risk. Pfizer's internal audit processes are conducted in accordance with all applicable regulatory requirements, standards, guidelines (e.g., ISO & ICH), and governing GxPs, to help ensure patient safety, product quality, and maintenance of applicable licenses and certifications.

The audit program spans preclinical, clinical, pharmacovigilance, regulatory, medical, manufacturing and logistics, suppliers, and post-launch activities, including responsible marketing and ethical product promotion, as well as regulated processes and information technology controls. We also routinely undergo GMP, GCP, GLP, and PV inspections from regulatory agencies worldwide.

Continuous Improvement (CI)

We pursue innovation and continuous improvement in our work across the enterprise, including through CI initiatives such as:

- Increased use of advanced analytics and artificial intelligence (AI) in Pfizer's manufacturing and supply chain networks, as well as in clinical development to support safety and quality
- Improvement of our quality and risk management framework, including a new risk management technology solution and tools, adapted to changes in the external environment and internal strategy

As part of our governance process, quality and safety metrics are reported on, evaluated, and actioned as appropriate. We are committed to transparently communicating key product quality and safety indicators, including the following metrics:

Safety and Quality Key Performance Indicators (KPIs)	2024
# Internal Audits across GCP / PV / GMP[1]	85
# Third Party Audits across GCP / PV / GMP[2]	1,083
# GCP / GMP / PV FDA Inspections[3]	45
# GCP / GMP / PV Inspections from All Other Health Authorities[3]	167
# Unique Health Authorities Completing Inspections	82
# FDA Inspections that Resulted in an Enforcement Action[4]	0
# GMP Sites with VAI Status[6]	19
# GMP Sites with OAI Status[6]	0
# GCP Inspections Resulting in VAI Status	2
# GCP Inspections Resulting in OAI Status	0
# PV Inspections Resulting in VAI Status	0
# PV Inspections Resulting in OAI Status	0
# FDA Recalls[5]	1
% of Batches of Product Distributed with No Recalls (U.S. Market)	99.9%
# FDA Class I Recalls	0
# FDA Class II Recalls	1
# FDA Class III Recalls	0

GCP—Good Clinical Practice
GMP—Good Manufacturing Practice
PV—Pharmacovigilance
VAI—Voluntary Action Indicated (U.S. FDA)
OAI—Official Action Indicated (U.S. FDA)

1 Count of internal audits includes all Pfizer GxP audits performed of a Pfizer clinical/GMP/PV facility and/or process

2 Count of third-party audits includes all Pfizer GxP audits performed of an external clinical/GMP/PV vendor, clinical site, or CMO

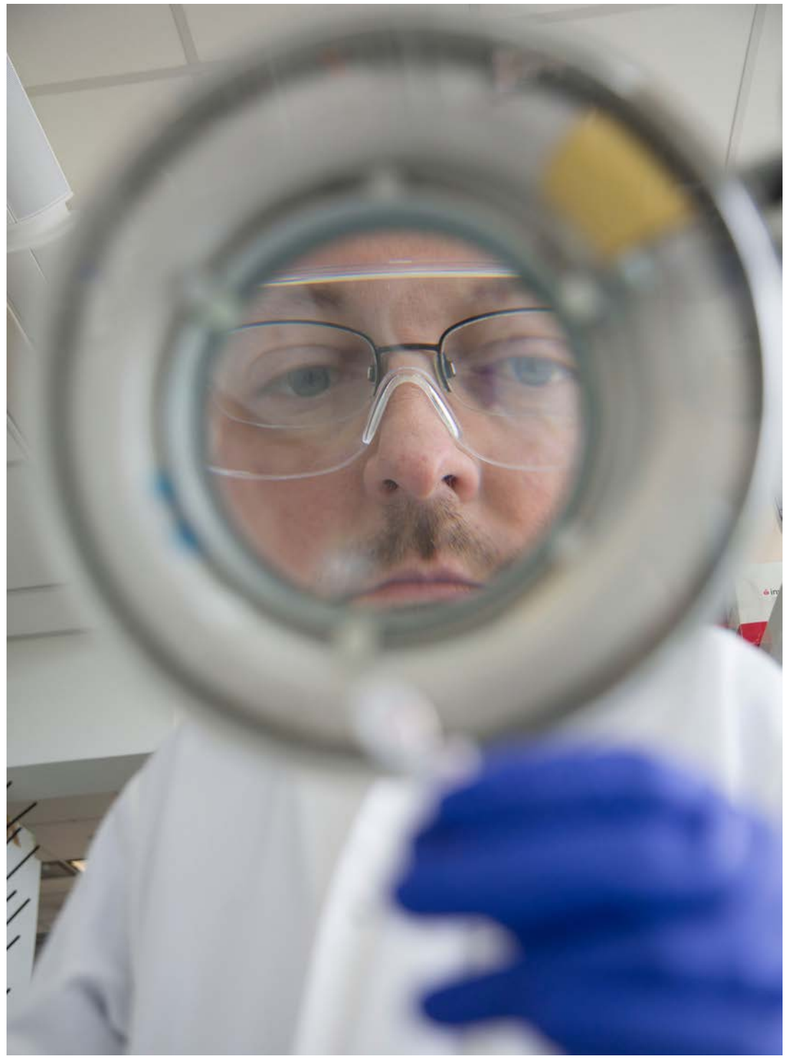
3 Count of inspections includes all GCP/GMP/PV inspections of Pfizer listed below:

- GCP: Investigator sites, sponsor, vendors, CROs that are involved with a Pfizer product or process
- GMP: Pfizer Global Supply sites, PharmSci sites, Pfizer Country Offices, Distribution/Logistics Centers, SLS (Labs), Quality Centers
- PV: Sponsor, vendors that are involved with a Pfizer product or process

4 Data includes both regulatory warning letters as well as enforcement actions (e.g., seizure, injunction, criminal prosecution and/or criminal fines for food, drug, and cosmetic act violations)

5 Definition of Recall Classifications

6 Count includes most recent GMP inspection classification of OAI/VAI for each GMP Site



Clinical Trials

Patient health and safety is at the heart of our work—including how we design, run, and communicate our research. Leadership is committed to quality and ethical conduct in clinical trials, as is reflected in our policies and processes. Our conduct is guided with the oversight of various bodies such as institutional review boards and ethics committees, regulatory authorities, data and safety monitoring boards, as well as medical and industry association guidelines governing ethical clinical trial conduct and research integrity. We seek input from patient organizations to help develop more patient-centric clinical trial experiences.

All Pfizer-sponsored interventional studies respect study participants' rights and privacy. Required training for Pfizer employees and contracted research sites includes a focus on Good Clinical Practice (GCP), an international ethical and scientific quality standard for designing and conducting clinical trials. Studies are designed to be conducted in accordance with our high ethical standards, applicable laws and regulations, and principles derived from relevant international standards, including:

- The Council for International Organizations of Medical Sciences (CIOMS) International Ethical Guidelines
- The International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) E6 guideline for Good Clinical Practice
- PhRMA's Principles on Conduct of Clinical Trials and Communication of Clinical Trial Results
- The Declaration of Helsinki
- The U.S. Belmont Report

More information on our policies related to clinical trials can be found here. You can learn more about our clinical trial work at Pfizer.com/ClinicalTrials and by searching "Pfizer" on Clinical Trials.gov.

Counterfeit Medicines

Counterfeit medicines pose a significant risk to patient health and safety. We take a proactive approach to product safety by investing in an enterprise strategy to combat counterfeit threats through patient education, legislative advocacy, surveillance, and interdiction.[1] Additionally, we are building a coalition with healthcare providers and associations, policy leaders, regulatory agencies, distributors, insurers, pharmacies, patient advocacy groups, and other pharmaceutical companies to combat the risk criminals pose to the health of patients and communities. This is formalized in our DETECT, DISRUPT, DETER, and IMPACT framework in our campaign against counterfeit and other illicit Pfizer medicines.

Pfizer collaborates with external partners to combat counterfeits. The renewed memorandum of understanding (MOU) between the U.S. Customs and Border Protection (CBP) and the U.S. Chamber of Commerce on intellectual property rights enforcement has continued to enable Pfizer to lead in data sharing, resulting in effective patient-protecting law enforcement results.

The "No Fakes for Health Sake" campaign continued in the U.S. and expanded to multiple markets in Latin America, Asia Pacific, and Canada, educating patients, healthcare providers, policymakers, and government officials about the dangers of counterfeit medicines.

In 2024, Pfizer and Johns Hopkins University's Bloomberg School of Public Health partnered on the BESAFE (Behavioral and Educational Strategies for Avoiding Falsified Medicine Exposure) project, focusing on preventing counterfeit medicine exposure through partnerships, education, skill enhancement for healthcare providers, and new monitoring technologies. We identified a significant lack of understanding by U.S. healthcare providers of the risk posed to patients by counterfeit medicines, highlighting the need for better education and awareness programs for healthcare professionals.

Our "Counterfeit Medicines: A Serious Threat to Patient Safety" toolkit serves multiple stakeholders who join the fight against counterfeits. Resources on how to safely buy medicines online are available at Pfizer.com/Counterfeits.

Pfizer also helps address illicit online prescription drug offers through advanced internet monitoring and disruption programs. We search and disrupt online pharmacy and social media groups dispensing illicit versions of Pfizer medicines and vaccines driven by the sophisticated and rapidly evolving tactics employed by counterfeiters to target patients.

If a counterfeit product is identified in the legitimate supply chain, a formal process is in place to alert the appropriate authorities and relevant trading partners. Additionally, we collaborate with distributors and repackagers to monitor distribution channels and improve surveillance.

Pfizer evaluates and invests in packaging and information technologies to align with global serialization regulations and challenges associated with counterfeiting, theft, and diversion. The unique product identifiers developed for serialization enable tracking and tracing of product movement through the supply chain, from manufacturing site to patient dispensation (including Government Systems and Trading Partners) and allow authorized trading partners to verify the authenticity of our medicines with a simple scan.

[1] In this context, "interdiction" refers to the seizure, raids, and arrests to prevent counterfeits from reaching their targeted audience.

Responsible Supply Chain

We set high standards for responsible supply chain management. Robust governance processes are designed to help ensure the safety and quality of the medicines and vaccines we produce, protection of the environment and health of our workers and the communities in which operate, and respect for human rights throughout the supply chain. Compliance with laws is our baseline expectation, and we also establish other assessment criteria to help ensure our suppliers are maintaining a robust supply chain and responsibly managing risks in areas including environmental, health, and safety (EHS), product quality and safety, and human rights.

Our evaluation of suppliers, including contract manufacturers, includes engagement with suppliers to help support their efforts to improve EHS, sustainability, and labor and human rights performance. We apply a risk-based approach to focus our efforts where we believe there is opportunity to make the greatest potential impact and drive improvement. Our supplier engagement is focused on compliance with laws, improving sustainability of operations, and alignment to our Supplier Conduct Principles and the Pharmaceutical Supply Chain Initiative (PSCI) Principles for Responsible Supply Chain Management. See our Responsible Sourcing page for additional details.

These evaluations integrate human rights considerations aligned with SA 8000.[1] Pfizer maintains a human rights diligence program focused on targeted high-risk areas as identified by the Global Slavery Index and is taking steps to address these risks, including implementation of our corporate labor and human rights standard. If we identify areas with higher risk, our process outlines additional due diligence actions to help us avoid being complicit in supporting adverse human rights impacts. See our Human Rights Diligence and Modern Slavery Statement for more information.

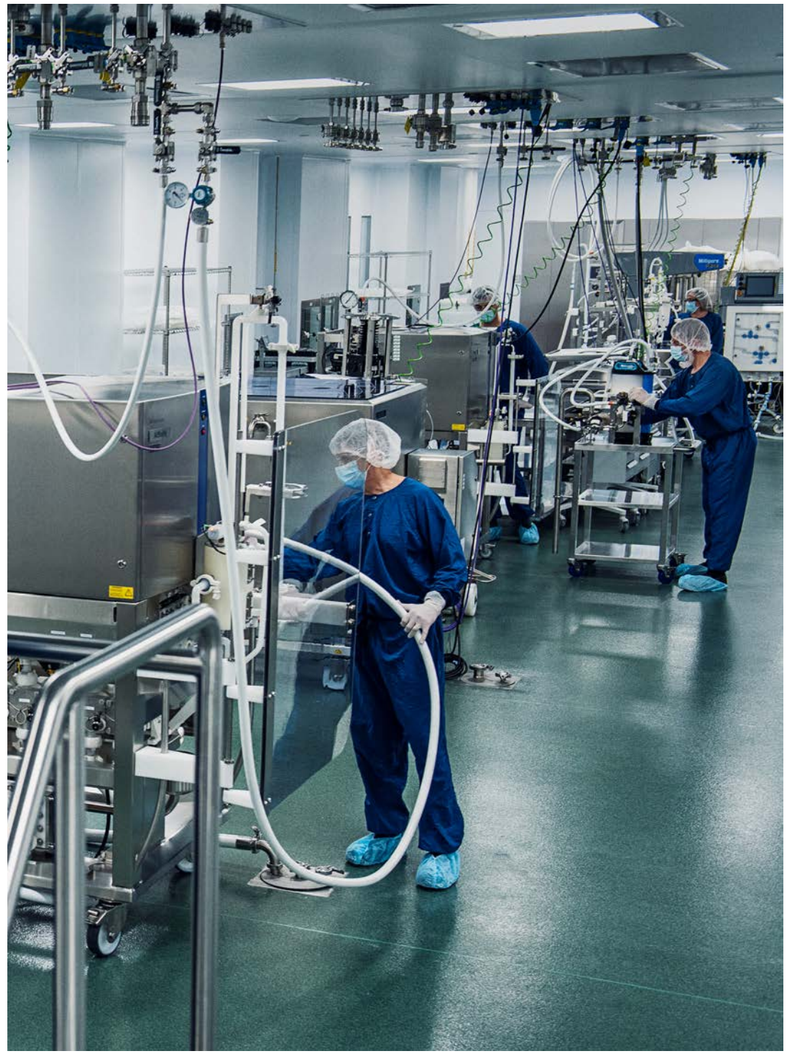
Through a combination of remote and on-site audits, we assessed EHS and labor and human rights performance for 90 supplier facilities in 2024, resulting in 602 observations. We require our suppliers to develop action plans in response to our audits and implement improved controls, as needed.

Pfizer is a founding member and active participant in the PSCI. Pfizer colleagues currently sit on PSCI's board and several working committees. In 2024, Pfizer hosted the PSCI Spring Member Meeting at our NYC headquarters in May, and co-hosted the PSCI India Annual Conference and Exhibition in Goa in September.

Reliable Supply

An important component of our commitment to patient safety is the reliable supply of medicines and vaccines. We take action to help ensure the safe, secure, and compliant warehousing and transportation of Pfizer products. It is our expectation, codified in our policies, that those across our supply chain adhere to relevant regulations, and conform to our strict standards and expectations.

Through our **Logistics Services Provider (LSP) Lifecycle Management Process,** we assess suppliers against our expectations in areas including business resilience, dangerous goods transportation, EHS, and loss prevention, to determine any potential risks, gaps, and required remediation. Assessments are conducted on a recurring schedule throughout the LSP's lifecycle based on the risk profile and specific capability.



[1] SA 8000 is an international certification standard that encourages organizations to develop, maintain, and apply socially acceptable practices in the workplace.

Responsible Technology

Our commitment to responsible technology is integral to advancing healthcare in a way that builds trust and prioritizes safety, quality, integrity, and equity. With the rapid evolution of technology in the pharmaceutical industry, we recognize the importance of implementing practices that protect data entrusted to us, support information security, and promote responsible use of artificial intelligence.

Data Privacy and Protection

We are committed to the responsible, transparent, and secure use of personal data entrusted to us by patients, customers, colleagues, and others. Cross-functional senior leadership provides oversight and guidance that informs company privacy practices. Our enterprise-wide policy and standards guide the collection, maintenance, and protection of personal data, considering the legal and regulatory requirements where we do business. We mandate regular colleague and contractor training on global privacy principles.

Pfizer's Privacy Principles help ensure personal data that has been entrusted to us is used appropriately and protected.

- Respect. We respect individuals' privacy and right to make choices about the collection, use, and sharing of their personal data.
- Transparency. We believe in being transparent about our use of personal data. We want individuals to understand what personal data we collect, why we collect that data, and how that data may be used.
- Appropriate Use. We are thoughtful about the type and amount of personal data we collect and the ways we use personal data to improve health and to advance breakthroughs that change patients' lives. We believe in using data in ways that individuals would expect, consistent with our principles of Respect and Transparency.
- Safeguards. We believe that safeguarding data is essential to respecting privacy. We maintain technical and organizational controls designed to prevent the unauthorized access to or use of personal data.

Information Security

Pfizer safeguards critical information, from patient data to scientific know-how, that is essential to delivering on our Purpose while operating at the speed of science, by implementing advanced cybersecurity technologies. When we empower and train our colleagues to recognize cyber threats, we strengthen our culture of security, protecting our patients and our partners.

Managing cybersecurity risk is a crucial part of our overall strategy for safely operating our business. We incorporate cybersecurity practices into our Enterprise Risk Management (ERM) program. Management is responsible for assessing and managing risk, including through the ERM program, subject to oversight by our Board of Directors. Our cybersecurity policies and practices are aligned with NIST (National Institute of Standards and Technology) industry standards. Consistent with our overall ERM program and practices, our cybersecurity program includes:

- Vigilance: global cybersecurity operation designed to detect, prevent, contain, and respond to cybersecurity threats and incidents.
- External Collaboration: with public and private entities to identify, assess, and mitigate cybersecurity risks.
- Systems Safeguards: designed to protect our information systems, products, operations, and sensitive information, from cybersecurity threats.
- Education: periodic training for all personnel regarding cybersecurity threats, appropriate to roles, responsibilities, and access.
- Supplier Ecosystem Management: our cybersecurity management control expectations extend to our supply chain ecosystem, as appropriate.
- Incident Response Planning: to direct our response to cybersecurity events and incidents.
- Enterprise-Wide Coordination: to identify emerging risks and respond to cybersecurity threats.
- Governance: Board oversight of cybersecurity risk management is led by the Audit Committee, which oversees our ERM program.

See our Annual Report on Form 10-K for the year ended December 31, 2024 for more information.

Responsible Use of Artificial Intelligence

AI is transforming life sciences and has the potential to improve healthcare for patients across the globe. It has the power to uncover and activate meaningful insights to revolutionize the pharmaceutical and healthcare industries. We recognize that AI can be a powerful technology in support of our mission to create breakthroughs that change patients' lives, including by potentially accelerating research and development of new medicines and vaccines and enhancing the manufacturing and delivery of therapies to patients.

We have the obligation to use AI ethically, responsibly, and purposefully to benefit our patients, customers, colleagues, and society. Pfizer's AI strategy is designed to enable us to responsibly and rapidly bring breakthroughs to patients. Like everything we do, trust and integrity are core to our adoption of AI. This is the basis of our AI risk management program, overseen by a cross-functional AI Council, which includes AI principles, corporate policy, training, risk assessment, and enterprise controls. Our strategic risk management approach and governance empower us to ethically and responsibly harness the power of AI in service of patients. For more information, see our Policy Position on Artificial Intelligence for how we are setting a clear path for the company to use this technology.

AI Festival

At Pfizer's first enterprise-wide AI Festival, colleagues learned how to use AI in their work, as well as how to engage responsibly with AI, the role of AI in Health Equity, and how AI can help transform the pharmaceutical industry for patients and global health.

Planet

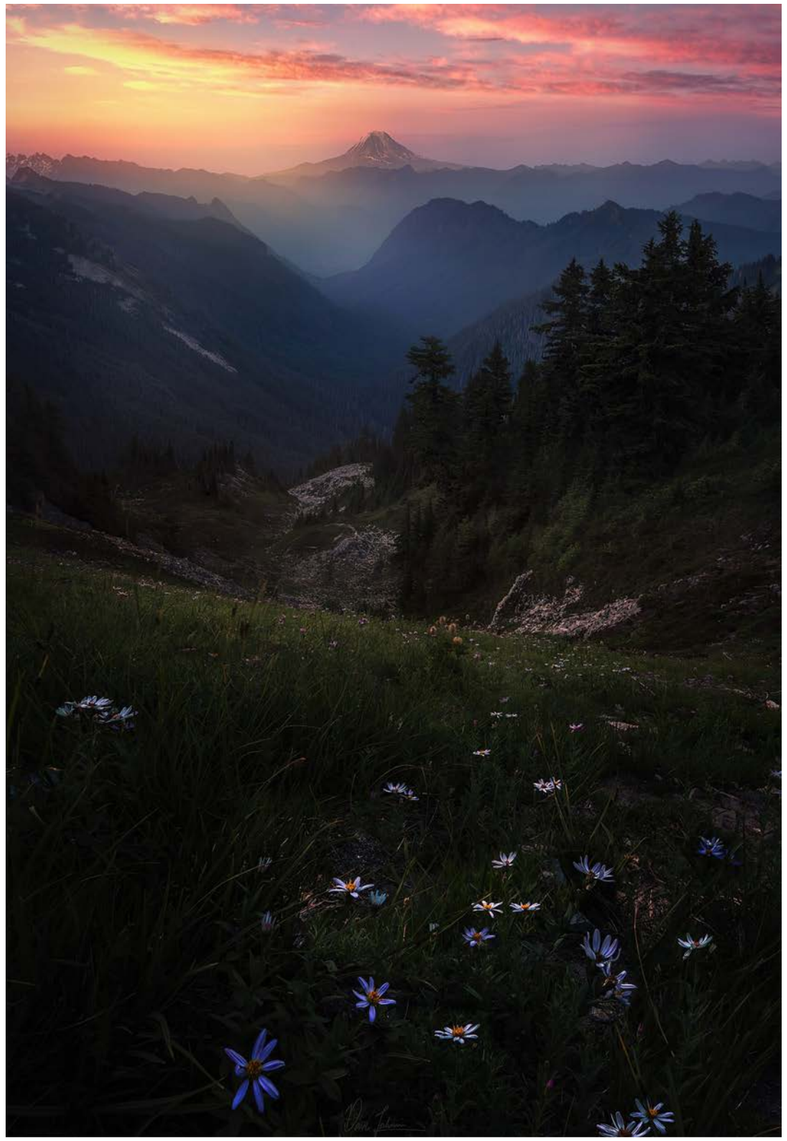


Photo credit: Debojyoti Lahiri

At Pfizer, we are committed to reducing our environmental footprint, conserving resources, and reducing waste arising from our operations. We recognize that climate change poses significant risks to global health as well as to our business operations. In 2024, we continued to progress our environmental impact reduction priorities both within our own operations and across our supply chain.

Building on our history of greenhouse gas (GHG) emissions reductions, we are confident in our long-term progress. A key initiative as part of our Scope 2 reduction efforts is our implementation of virtual power purchase agreements (VPPAs) that will cover[1] all of our purchased electricity in North America and the European Union beginning in 2025.

Our environmental strategy extends beyond our own operations. We actively engage in partnerships with industry peers and other organizations to drive collective action and amplify our positive impact.

[1] The VPPAs will generate renewable energy credits (RECs) that are expected to compensate for approximately 100% of Pfizer's purchased electricity in the EU and North America.

How our approach to environmental sustainability supports the Sustainable Development Goals (SDGs)

Industry, Innovation, and Infrastructure

We promote resilient and sustainable infrastructure, scientific research, and innovation.

Responsible Consumption and Production

We aim to achieve environmentally sound life cycle management and adopt sustainable practices.

Climate Action

Through our goals we are taking urgent action to help combat climate change and its impacts.

More information on the SDGs here.

Climate Change

We recognize global climate change as one of the defining issues of our time, requiring collective action to mitigate the potential risks it poses. Such risks include the potential for increased adverse impacts on human health and decreased access to critical medicines and vaccines due to disruptions in value chains caused by the greater frequency of severe weather.

Our Sustainability Roadmap

In 2022, we announced our aim to achieve the voluntary Net Zero Standard by 2040, ten years earlier than the standard's timeline. Recognizing the need for action, Pfizer is committed to reducing our greenhouse gas (GHG) emissions by 46% by 2030, measured against 2019 levels. This goal aligns with global efforts to limit temperature rise to 1.5°C above pre-industrial levels. By 2040, we aim to decrease our company's GHG emissions by 95% and our value chain emissions by 90% from 2019 levels by reducing energy demand from our own operations, transitioning to renewable energy sources, and engaging with our suppliers to catalyze equivalent action.

We were proud to sponsor Climate Week NYC 2024, hosted by Climate Group, an international nonprofit whose purpose is to drive climate action. As a company headquartered in New York in premises certified LEED® and WELL Platinum, Pfizer participates in the NYC Carbon Challenge, a public-private initiative that aims to reduce GHG emissions in New York City's buildings.

We continue to pursue our long-term ambition to reach net-zero emissions across our value chain by 2040. Due to business plans announced by Pfizer (see Pfizer's Current Report on Form 8-K dated May 22, 2024), we anticipate changes to our operations with potential to impact our GHG inventory and baseline and as such, we took the decision to pause our Science Based Targets initiative (SBTi) validation application. This resulted in extension beyond our submission window, and SBTi has now reflected our net-zero status as 'Commitment Removed.' It is important to note that Pfizer has not made any changes to our net-zero ambitions, and our SBTi near-term target remains validated.

For additional information on Pfizer's climate action program, see our:

- Climate Change Position Statement
- 2024 CDP Climate Change Response

Road to Net Zero

Pfizer aims to achieve a 95% reduction in company (Scope 1 and 2) GHG emissions and a 90% reduction in value chain (Scope 3) emissions by 2040, compared to our 2019 baseline. Our near-term targets are outlined below:

Target	Progress
Reducing Scope 1 and 2 GHG emissions by 46% from a 2019 baseline by 2030	Scope 1 & 2 GHG emissions in 2024 were 3% lower than in 2023. Emissions for 2024 were 15% lower than the 2019 baseline.
Sourcing 80% of electricity from renewables by 2025, and 100% by 2030	Pfizer sourced 14% renewable electricity in 2024. Pfizer has entered into virtual power purchase agreements covering North America and the EU. These projects are coming online in 2025 and will generate renewable energy credits (RECs) to cover approximately 100% of Pfizer's purchased electricity needs in these jurisdictions.
Reducing emissions from upstream transportation and distribution by 10% and from business travel by 25% by 2025 from a 2019 baseline	Emissions associated with upstream transportation and distribution were 40% lower than in 2023 and 23% lower than the 2019 baseline. We continue to look for opportunities to move product shipments from air to ocean and are working with our logistics providers to transition to low-emission fuels and vehicles where possible. Travel-related GHG emissions were 55% lower than the 2019 baseline. We have implemented tools to help business travelers make informed decisions about travel options. This includes using digital tools to limit travel and using preferred carriers that are advancing GHG reduction targets.
Working to accelerate change across our supply chain, driving 64% of our suppliers of goods and services by spend to also set science-based GHG emission reduction goals by 2025	Currently 65% of our suppliers by spend have or have committed to develop science-based GHG emissions reduction targets.

Environmental data included in this Impact Report may include certain estimates and assumptions given data availability at the time of publication. Our finalized 2024 data with additional details will be published on Pfizer's Environmental Sustainability page.

Reducing GHG Emissions from Our Operations

We are reducing our environmental footprint by expanding the use of renewable energy, enhancing energy efficiency at manufacturing and R&D facilities around the globe, and increasing our fleet of electric vehicles, among other measures. We continue to collaborate with our partners to drive the adoption of science-based GHG reduction targets through our value chain.

Reducing GHG emissions from our manufacturing and R&D facilities is a key element of our efforts to reach net-zero emissions by 2040. We are actively working to create more energy-efficient and healthy workplaces that can support colleagues' health and well-being. In 2024, Pfizer's Ringaskiddy Clinical Manufacturing Facility in Cork, Ireland, and Pfizer's office in Madrid, Spain, received LEED® Gold recognition, and our office in Vienna, Austria, was awarded Platinum status. Pfizer's New York headquarters was awarded both LEED® Platinum and WELL Platinum certifications.

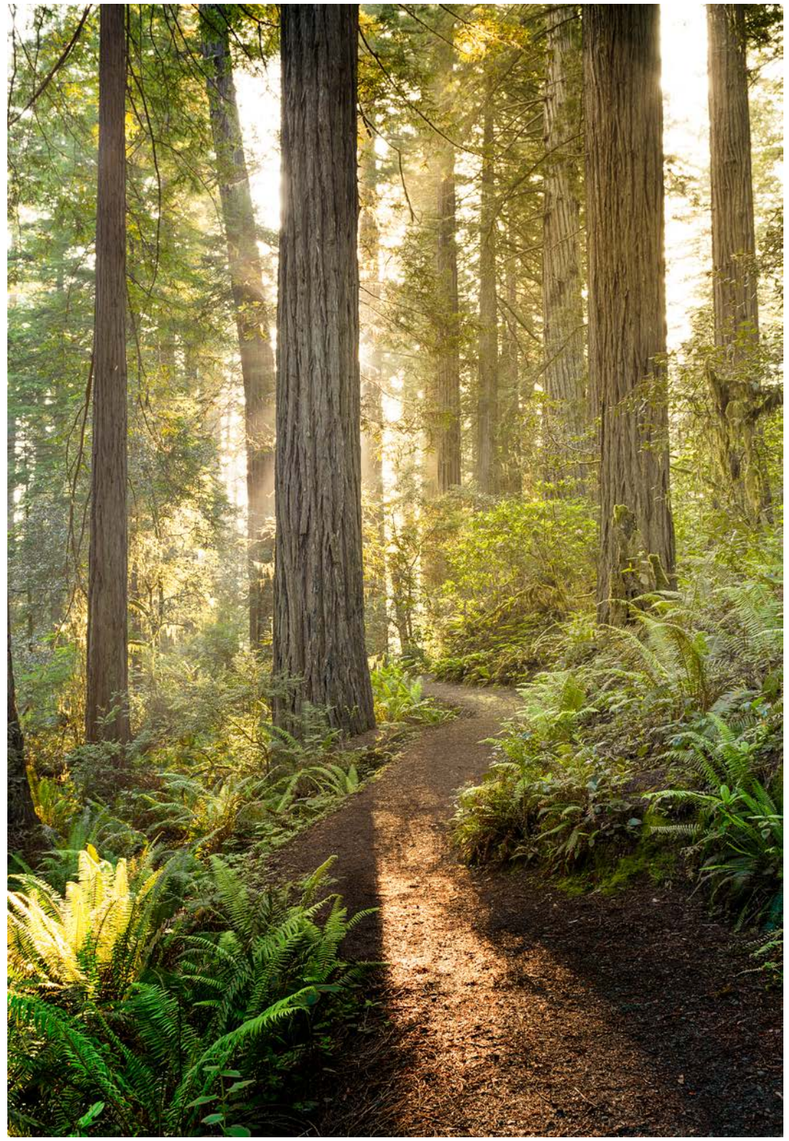
Pfizer invests in no- and low-carbon technologies at our sites and through VPPAs that enable sourcing of renewable energy. VPPAs covering solar projects in Spain and the United States, coming online in 2025, are expected to generate RECs to cover approximately 100% of Pfizer's purchased electricity needs in North America and the EU. Pfizer is working to advance country-specific projects to cover electricity consumption outside of North America and Europe.

Recognizing that certain refrigerants can contribute to global warming, an important driver of climate change, Pfizer sets expectations for our sites to manage F-gases and refrigerants in a responsible and sustainable manner consistent with applicable law, including minimizing releases and eliminating the use of certain ozone-depleting compounds and high global warming potential materials. Our efforts include limiting the use of ozone depleting compounds, establishing leak checking and leak repair obligations, and requiring a review process for new refrigerants that seeks to limit environmental harm.

Pfizer's fleet of vehicles, the majority of which are used by our commercial teams to facilitate education and engagement with healthcare providers, accounted for approximately 12% percent of our total Scope 1 GHG emissions in 2024. Pfizer is working to make our fleet more sustainable by transitioning to battery electric vehicles (BEVs) and, where feasible, other low-emission vehicle options. We are also supporting fuel management and efficient driving choices for internal combustion vehicles until they can be retired. Our transition to BEVs continues to move forward, and we have BEVs on the road in 10 markets, with plans for additional markets in 2025 and beyond.

Electric Tractors in Wisconsin

In 2024, Pfizer deployed three electric vehicle tractors and charging stations at Pfizer's Logistics Center in Pleasant Prairie, Wisconsin, to transport products between our site and the local airport. We aim to expand this initiative to other Pfizer locations, helping reduce our carbon footprint in product transportation.



Driving Action Across Our Supply Chain

Our Scope 3 (value chain) GHG emissions are roughly four times greater than those associated with our direct operations. Procurement of goods and services, which is essential to producing medicines and vaccines, is the most significant contributor to our Scope 3 emissions. We therefore expect all our suppliers to commit to ambitious, science-based GHG reduction targets and have embedded environmental sustainability criteria in our supplier sourcing, contracting, and performance management processes. For additional information, see our Responsible Sourcing page.

Pfizer continues our work to catalyze climate action in our supply chain. In 2024, we hosted the Pharmaceutical Supply Chain Initiative (PSCI) annual meeting, engaged suppliers through a third supplier summit, and launched a Pfizer-sponsored training academy for suppliers seeking assistance in measuring and reducing GHG emissions. We also worked to better quantify GHG emissions associated with the procurement of goods and services through the implementation of a software solution that combines spend-based emissions calculations with activity-based data.

Our Supplier Engagement Efforts

We continue to work to reduce environmental risks in our supply chain. To advance our work with our partners, we held our virtual Supplier Summit again in 2024, which focused on accelerating the transition to net zero. The company also continues to promote excellence in sustainable supply chain management by participating in recognition events, including one organized by the Sustainable Procurement Pledge in December and Pfizer's own showcase that same month. As a result of our engagement efforts, 65% of our suppliers of goods and services by spend have committed to science-based emission reduction targets, an increase of 27% compared to 2023.

We have continued to make progress toward our goal to reduce our upstream transportation emissions 10% by 2025 compared to 2019 levels. In 2024, we focused on empowering our supply chain and logistics teams to better understand the emissions impact of their decisions. Pfizer has developed a visual tool that provides our colleagues with transparency on emissions for each transportation route to identify the largest contributors by customer, lane, and mode of transport. Collaborating closely with our carriers and logistics providers, we continue to identify and implement emission reduction opportunities.

In 2024, we advanced a number of our own initiatives, including switching shipments from air to ocean where possible, working to enhance circularity, adopting biofuels, and rolling out electric vehicles to deliver our products.

- **Transitioning Shipments from Air to Ocean:** Our Air-to-Ocean initiative (Ocean Program) aims to make ocean transport the rule and air transport the exception, leading to reduction in GHG emissions, as well as significant cost savings. The program is a key lever in our decarbonization journey since converting our shipments from air to ocean can reduce international transport emissions by up to 98%. In 2024, the Pfizer Ocean Program expanded ocean transport into multiple new locations including Indonesia and Egypt, and established a new shipping lane from Australia to the United States.
- **Improving Circularity:** Our 3R Circular Program concentrates on prioritizing the reduction, reuse, and recycling of high-volume shipment materials to minimize waste and emissions through cost-efficient circular solutions that avoid compromising performance. The 3R Circular Program aims to reduce material requirements in transportation and manufacturing —by reusing thermal blankets and other shipping solutions, for example. Additionally, our global Circularity Project focuses on testing the feasibility of reusing packaging in global downstream transportation. This initiative aims to adopt a circular process by replacing single-use systems with reusable solutions, which minimizes waste and environmental impact.
- **Expanding Use of Biofuels:** We aim to accelerate Scope 3 logistics emissions reduction across land, ocean, and air transportation through use of second-generation biofuels—i.e., renewable fuels made from non-food sources such as agricultural waste and forest residues. In Europe, by using low-emission fuels, including biofuels, we successfully reduced our 2024 emissions from truck shipments by approximately 32% as compared to using standard fuels. For air shipments, we leverage sustainable aviation fuel (SAF), which can reduce emissions by around 29%. Additionally, all ocean-related emissions are minimized through the use of sustainable maritime fuels.

Understanding How Climate Change Could Impact Our Business

Recognizing the potential impact of climate change on our operations and supply chain, Pfizer integrates climate change risk assessment into our enterprise-level Environmental Health and Safety (EHS) and Enterprise Risk Management (ERM) processes, for a comprehensive evaluation of potential interconnections between environmental dependencies, impacts, risks, and opportunities.

Pfizer has also implemented a Business Resilience Program to help ensure continuity in delivering critical medicines to patients, even in the face of challenges. This program encompasses five key elements: loss prevention, business continuity planning, emergency response, crisis management, and disaster recovery.

We maintain dedicated resources for assessing and implementing business continuity strategies. Our Business Continuity Management (BCM) and Crisis Management (CM) processes are aligned with international standards, including ISO 22301, incorporating best practices in organizational resilience. We review and update our continuity plans on a yearly basis, with drills conducted at least annually to evaluate our response systems. We provide comprehensive training to key on-site personnel, ensuring they are well-versed in the content and execution of these plans.

We conducted an initial assessment in 2023, which we expanded in 2024, using scenario analysis aligned with Task Force on Climate-related Financial Disclosure (TCFD) recommendations to improve understanding of our resilience to climate change impacts. This analysis considered short-term (2030), medium-term (2040), and long-term (2050) risks and opportunities, covering both physical and transition risks. Scenario[1] selection was based on a review of guidance from TCFD, CDP, Climate Action 100 Benchmark, and IIGCC and considered temperature outcomes, sectoral and geographical coverage, data availability, time horizons, and market recognition. Timeframes selected align with Pfizer's strategic planning, including our 2040 Net Zero target, international and national climate policy milestones, and the expected lifetime of our assets. The assessment involved qualitative impact and uncertainty ratings, and was validated by stakeholders across various Pfizer functions.

Our analysis of physical risk concluded that by 2030, under a high emissions scenario, nearly half of Pfizer's manufacturing and R&D sites are at high risk of water scarcity and drought, and several of our manufacturing sites are at risk of flooding. This risk remains high through 2050. And while scenario analysis does not show extreme heat presenting a high risk to Pfizer's operations in the near term, by 2050 approximately 14% of the sites evaluated are at risk of extreme heat. Extreme heat may increase potential financial risk by increasing costs associated with air conditioning and backup generators, and/or reducing revenue due to production shutdowns. The output of this analysis drives site-specific mitigation plans to address identified climate risks.

Our assessment of transition risk indicated Pfizer is increasingly exposed to the cost of carbon in our operations and could be exposed to pass-through costs in the supply chain. The potential risk of increased direct and indirect (operating) costs was rated high for 2030, 2040, and 2050 under a net-zero scenario where carbon pricing mechanisms are expected to increase. In addition, a transition away from fossil fuels may result in volatile energy and fuel prices, potentially increasing direct costs for Pfizer, especially in 2040 and beyond. We manage this risk by driving internal energy efficiency projects to reduce the potential costs associated with the purchase or generation of energy.

Achieving our net-zero goal will require investment to decarbonize capital assets. Technology risk was rated medium for 2030 and high for 2040 and 2050, with potential financial impacts of increased capital expenditures, decreased asset value or asset useful life leading to write-offs, and asset impairment or early retirement of existing assets.

A number of national healthcare systems and countries have announced net-zero targets, which may result in increasing pressure for healthcare system suppliers to decarbonize products across their lifecycle, including Scope 3 emissions. As approximately 80% of Pfizer's emissions are Scope 3, there is additional complexity in producing low-carbon products as it will also require our suppliers to decarbonize their operations. This risk was rated medium for 2030 and high for 2040 and 2050, with a potential impact of decreased revenues due to reduced demand for products and services.

Following this analysis, Pfizer considers our current business model and strategy to be resilient under the assessed scenarios. We have identified mitigation measures for risks and opportunities with potential impact on financial performance and are working to quantify the financial impact of other selected items.

Pfizer's climate-related risk management and emissions reporting are in accordance with the GHG Protocol, providing a standardized approach to measuring and managing GHG emissions across our operations and value chain.

For more detailed information on Pfizer's approach to climate risk management, please refer to our latest CDP submittal.

[1] Scenarios are hypothetical constructs that provide a way for organizations to consider how the future might look if certain trends continue or certain conditions are met. Climate change scenarios allow an organization to explore and develop an understanding of how various combinations of climate-related risks, both transition and physical risks, may affect its businesses, strategies, and financial performance over time. See the TCFD Recommendations at pg. 25.

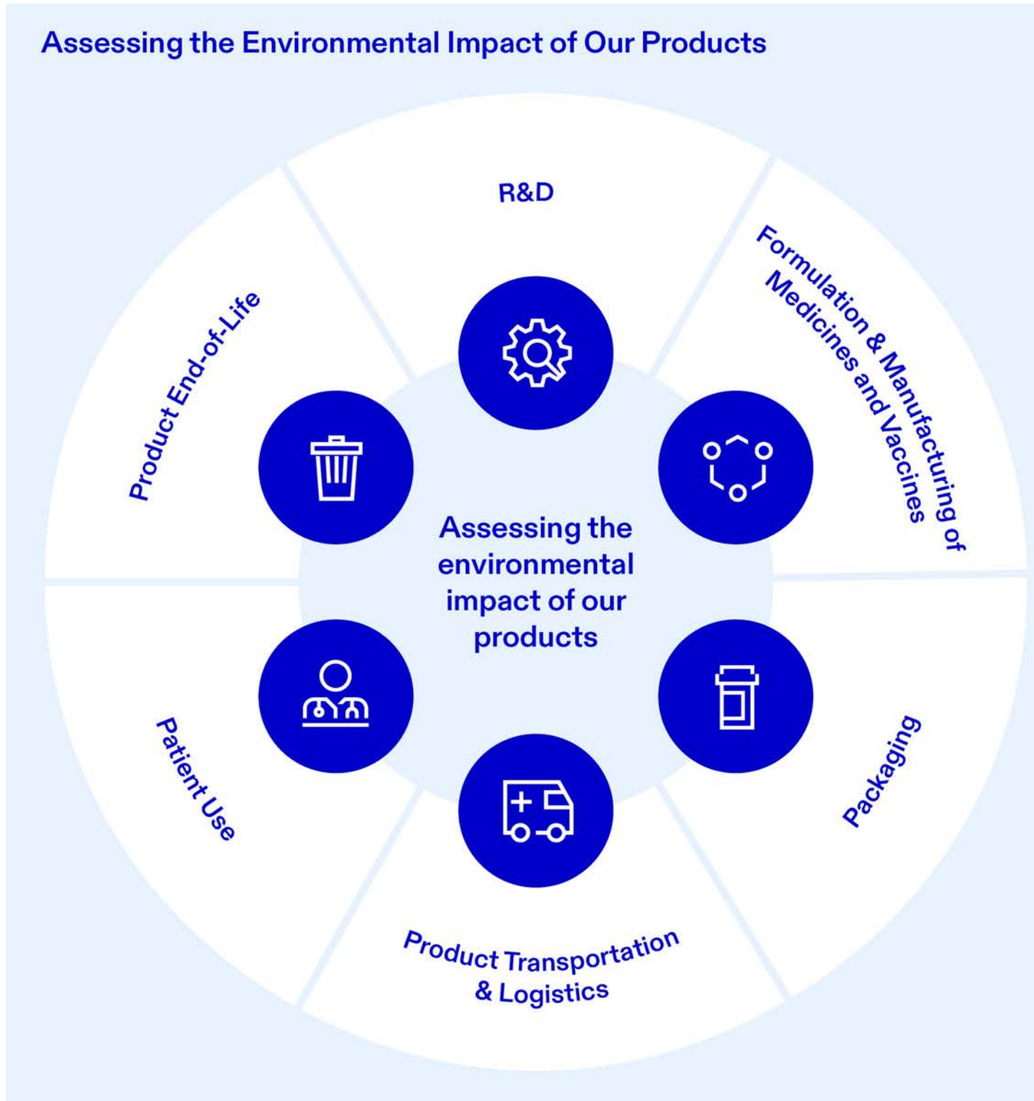
Sustainable Medicines

Pfizer is committed to developing medicines that not only improve patient health but also have a reduced environmental impact throughout the product lifecycle when compared to traditional research, development, manufacturing, and supply methods. Building on our long history of applying green chemistry principles and promoting them across the industry, we continue to innovate in sustainable science. Our approach aims to encompass the entire product lifecycle, from early-stage research through manufacturing and end-of-life management. We are integrating sustainable product design principles within our R&D processes, aiming to systematically conserve energy, reduce water and raw material usage, minimize waste, and embrace circular solutions where possible. We continue to educate our colleagues, define key metrics and performance targets, and encourage innovation through collaboration and partnerships.

Product Stewardship

Pfizer is committed to reducing the environmental impact of our medicines and vaccines throughout their lifecycle. To support this goal and our net-zero ambitions, we have conducted over 20 life cycle assessments (LCAs) measuring impacts across a range of product modalities, including small molecules, large molecules, vaccines, and medical devices. These LCAs provide valuable insights into the environmental impacts at each stage of a product's life. We share these insights with our scientists, researchers, and engineers to support sustainable innovation and impact reduction.

As a founding member of the Pharmaceutical Life-Cycle Assessment (Pharma LCA) Consortium, Pfizer is contributing to industry-wide efforts to develop a coordinated approach for assessing and communicating the environmental impact of pharmaceutical products. The Consortium's ultimate goal is to develop a sector-wide standard for LCAs that will allow pharmaceutical companies and their stakeholders to make informed choices about product development and patient care.



Waste

Waste minimization is central to our sustainable medicines program. We are committed to continually improving our research, development, and manufacturing operations through next-generation design projects and the application of green chemistry and other sustainability practices. Our waste management strategy is guided by an internal performance metric based on hierarchy of control principles (avoid, reduce, reuse, recycle, dispose).

By categorizing waste streams and collaborating with site colleagues, contractors, and waste handling vendors, our manufacturing sites have reduced landfill contribution to 6% of total waste in 2024. Furthermore, 55% of our manufacturing sites achieved zero-landfill status, with others projecting to reach similar targets in 2025.

Pfizer participates in the Pharmaceutical Product Stewardship Work Group (PPSWG) in the United States and MEDS Disposal in Europe to help enable proper disposal of unused medicines.

Packaging

We advance sustainable packaging initiatives across our product portfolio through innovative tools and approaches. A key component of this effort is the Pfizer Clear tool, a digital platform that helps estimate Scope 3 GHG emissions for packaging, devices, and single-use systems, to enable more informed decision-making and promote sustainability throughout the organization.

In an example of the Pfizer Clear tool's application, a project team switched packaging from a vial and a pre-filled syringe kit to an alternate presentation that eliminated the need for a pre-filled syringe. Using the Clear tool to assess environmental benefits, we were able to quantify some of the environmental impacts of the change including significant reductions in packaging materials and weight, resulting in more efficient transport. As we calibrate the tool against more robust LCAs, we can use the Clear tool to more quickly and cost-effectively make data-driven decisions and deliver measurable sustainability improvements.

Pfizer is also transitioning to electronic product information, replacing traditional paper leaflets with digital formats accessible through 2D barcodes on packaging where permitted. This reduces paper waste and emissions related to production and distribution, and enhances operational efficiency.

Pfizer is also exploring innovative packaging materials, including low-carbon aluminum, bio-based plastics, and recycled plastic corrugated boxes as part of our commitment to reducing the environmental impact of our packaging.

Zero Waste to Landfill Journey

In 2024, Pfizer made significant strides in working towards zero waste to landfill across our manufacturing facilities. Notable examples of site initiatives include:

- Our McPherson, Kansas, site achieved zero-landfill status, implementing innovative initiatives such as donating laundered aseptic gowning socks to local homeless shelters in a model that other Pfizer sites are now replicating.
- Our Andover, Massachusetts, facility implemented a program to recycle laboratory plastics, resulting in over 50,000 kg of plastic recycled, and eliminated single-use cups in kitchenette spaces, resulting in over 2,600 kg of waste avoided in 2024. The site further reduced waste by introducing reusable biowaste containers for the collection of sharps and contaminated debris for disposal and by initiating a program to donate safety shoes to local technical school students, providing them with essential personal protective equipment.

Our sites have formed teams to benchmark and share good practices across facilities. Supported by these efforts, we reduced the amount of waste sent to landfill in 2024 by 34% compared to 2023.

Pharmaceuticals in the Environment and Antimicrobial Resistance

Pharmaceuticals in the environment and antimicrobial resistance (AMR) continue to be important environmental issues for our industry. We remain dedicated to limiting discharge of active pharmaceutical ingredient (API) to wastewater from our manufacturing processes using environmental risk assessment methodologies and discharge control practices and technologies.

As an active member of the AMR Industry Alliance (AMRIA), Pfizer follows the responsible manufacturing practices set out in the Antibiotic Manufacturing Standard. We are working toward our goal of achieving the industry published targets (Predicted No Effect Concentrations) for antibiotics by 2025 and are piloting innovative wastewater management and treatment practices at several sites to advance our management of wastewater discharges.

In 2024, Pfizer continued to participate in the development and implementation of the certification program designed to demonstrate implementation of AMRIA's Antibiotic Manufacturing Standard through an independent third-party certification body. Our Catania, Italy, manufacturing site received the British Standards Institution (BSI) Kitemark™ quality certification to the Antibiotic Manufacturing Standard for Drug Product (DP) for one of our antibiotics. We also received certification for the API used to manufacture an antibiotic product at our site in Ringaskiddy, Ireland. In addition, one of our contract manufacturers obtained the BSI Kitemark™ quality certification to the Antibiotic Manufacturing Standard for both API and DP used to make one of our antibiotics. Pfizer continues to pursue opportunities with our internal API and DP network, suppliers, and contract manufacturers to implement certification of our antibiotic products.

Water Stress

Pfizer recognizes that access to clean and safe water is a fundamental human right. We remain committed to conserving this natural resource, with particular attention in water-stressed areas, by minimizing water withdrawal, mitigating potential impacts on water quality from our own supply chain operations, and managing discharges into water bodies in a responsible manner. Our comprehensive water management strategy includes quantifying water use, implementing mitigation plans, establishing water conservation targets, protecting water quality, improving wastewater treatment where necessary, evaluating recycling practices, and engaging with surrounding communities. To learn more, see our Water Stewardship position statement.

In 2024, we enhanced our water stewardship efforts by:

- Enhancing and updating our baseline requirements for responsible water management at Pfizer sites, focusing on responsible water use in pharmaceutical development and production, minimizing potential environmental impacts from water use and wastewater effluent, reducing the potential for microbial growth within water systems, and internal requirements for ground and surface water protection. The standard sets expectations for sites to evaluate water usage and potential impact on local water resources, ecosystems, communities, and human health.
- Based on water stress assessments completed in 2023 for all Pfizer sites, we completed detailed water risk assessments at several sites. Resulting action plans include, where needed, elements such as protecting water quality, improving wastewater treatment, evaluating recycling practices, and engaging with surrounding communities.

Biodiversity

Pfizer recognizes the connection between climate change and risk to biodiversity, and has developed an approach to managing potential biodiversity risks and impacts in collaboration with partners like the World Wildlife Fund (WWF). Building on our 2023 biodiversity risk assessments and mitigation plans, we are now focusing on tracking and improving the relationship between Pfizer's physical sites and nature, including developing site-level plans to gather data on nature-related impact and nature-positive outcomes.

Our efforts also include focusing on nature-based products (e.g., paper, soy) and considering biodiversity in the context of large capital projects. These initiatives, along with our site-specific biodiversity teams working on habitat restoration, demonstrate Pfizer's commitment to biodiversity conservation and nature-positive business practices.

Supporting Local Ecosystems

Pfizer marked Earth Week in 2024 with numerous environmental activities, bringing global action to local communities. Our "175 Trees" project commemorated Pfizer's 175th anniversary in 2024. While the initial target was to plant 175 trees, the enthusiastic participation of Pfizer colleagues resulted in more than 600 trees planted worldwide. We also hosted a Biodiversity Day seminar to educate colleagues on the importance of biodiversity. And we established a Biodiversity Community of Practice to foster ongoing engagement and knowledge sharing through monthly meetings of colleagues across global locations.

At the site level, Pfizer is implementing a range of biodiversity enhancements tailored to local ecosystems. Our efforts include actions such as proactive planting of native species, creating wildlife habitats, and implementing practices that minimize negative environmental impacts. Examples include composting programs, the use of biodegradable netting instead of plastic alternatives, and adopting pesticide alternatives to protect local insect populations. Many Pfizer sites have partnered with local environmental organizations and naturalists to help ensure their efforts align with and support the needs of their specific ecosystems.

Our new state-of-the-art clinical manufacturing facility project in Ringaskiddy, Ireland, earned LEED® Gold status for its comprehensive environmental initiatives. Along with incorporating features like renewable energy sources, heat recovery systems, and rainwater harvesting, the project also protected local wildlife by restoring a crucial nesting site for the Cork Harbour Common Tern population.

People

At Pfizer, our Purpose is rooted in achieving social good. We know that when we succeed, our breakthroughs can potentially have life-changing effects. We aim to address illnesses from widespread infectious diseases to conditions with historically unmet need. Pfizer is mindful of the urgency of our mission, as the world fights against the spread of deadly new diseases and struggles with inequities in health outcomes among populations. Our goal is to leverage partnerships and programs to allow quick and widespread access to our breakthrough medicines and vaccines around the world. Our colleagues are critical to everything we do for patients and global health.

How our approach to social issues supports the Sustainable Development Goals (SDGs)

Good Health and Well-Being

We aspire to ensure health and well-being for all at all ages through equitable access to medicines and vaccines.

Gender Equality

We aim to end discrimination against women and eliminate barriers to ensure equal opportunities for leadership and access to comprehensive health.

Decent Work and Economic Growth

We promote inclusive and sustainable economic growth, employment, and decent and safe working environments.

Industry, Innovation, and Infrastructure

We promote resilient and sustainable infrastructure, scientific research, and innovation.

Reduced Inequalities

We empower and promote the social and economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.

Peace, Justice, and Strong Institutions

We operate to uphold justice, promote the rule of law, and develop ethical, transparent, and representative decision-making.

Partnerships for the Goals

We are working to create new partnerships to help attain relevant sustainable development goals.

More information on the SDGs here.

Innovation and Global Health

As the global health landscape continually evolves, so do we, driving innovation to help address an array of challenges. But medicinal solutions are only part of the equation: getting vaccines and therapies to patients who need them, regardless of location, requires innovation in delivery systems. We fuel innovation by nurturing talent and forging strategic partnerships. Pfizer colleagues enhance science through persistent evolution, with a focus on underserved and vulnerable communities around the world. We embrace new healthcare delivery approaches, such as value-based healthcare, which amplifies our impact on the communities we serve. Our work with strategic partners allows reach and scale, providing innovative solutions more effectively to patients worldwide.

Our Approach to Innovation

Discovering, developing, and bringing to market breakthroughs that change patients' lives.

Delivering Breakthroughs

Medicines

- **Hemophilia:** Continued efforts to study and treat patients affected by blood-related diseases
- **Oncology:** Pursuing breakthroughs for women with previously treated or recurrent metastatic cervical cancer
- **Inflammation:** Helping bridge the care gap for those with moderately to severely active ulcerative colitis
- **Anti-Infectives:** Tackling the urgent, World Health Organization-prioritized need for new treatments to address the threat of antimicrobial resistance (AMR)

Vaccines

- Protecting infants and children against pneumococcal disease
- Ongoing COVID-19 vaccine access
- Protecting adults against respiratory syncytial virus (RSV)

Enhancing Product and Care Delivery Systems

Manufacturing Excellence

- Partnered with University of Texas Southwestern to improve RNA-enhanced delivery technologies for genetic medicine therapies
- Expedited medication delivery with new LEED® Gold certified manufacturing facility in Ireland

Patient-Centric Approaches

- 4th place—"high-performing company"—in the 2024 Access to Medicine Index (ATMI)
- Through Pfizer Canada, partnered with the Quebec Cancer Coalition to pilot a value-based approach to cancer treatment
- Beginning in the U.S., as part of our Participant Data Return initiative, we are enabling and scaling an end-of-trial individual participant data return solution that is meaningful and contextualized while simultaneously respecting the scientific integrity of the trial

Advancing Community Standards

Educational Investments

- Launched Pfizer School of Science Mobile Experience to inspire the next generation of scientists in STEM and manufacturing, with over 2,000 participants across North Carolina, Wisconsin, and Michigan

Antimicrobial Stewardship

- Advanced prevention of AMR in Malawi through the country's first multisectoral collaboration with the Malawi Ministry of Health and bioMérieux

Access

- Delivered one billionth dose of pneumococcal conjugate vaccine (PCV) as part of longstanding collaboration with Gavi, the Vaccine Alliance, to support immunization in low-income countries

Patient-Centric Product Innovation

At Pfizer, we measure ourselves by our pursuit of breakthroughs that change patients' lives. Our Purpose Blueprint sets an ambitious goal to change a billion lives annually by 2027, prioritizing innovation and accelerating our efforts to bring solutions to those who need them. Our patient-centric approach reflects our core principles that "Time is Life" and "Trust is Everything," as we develop medicines efficiently while maintaining our commitment to quality, safety, and integrity.

As of February 4, 2025, our pipeline consisted of 115 programs in development (from Phase 1 through registration). Reduced cycle times, while continuing our focus on safety and quality, can help get our breakthroughs to patients faster, potentially addressing more unmet needs. In 2024, we achieved an end-to-end success rate of 21%—from first-in-human (FIH) to approval at a new molecular entity (NME) level—which is nearly 12 times our 2010 performance.

Digital Innovation

Greater social impact is the result of our focus on excellence and productivity as we work to get more life-changing medicines and vaccines to patients at a faster rate while maintaining quality throughout. Pfizer responsibly leverages digital, data, artificial intelligence, and machine learning as a complement to human insights to accelerate innovation in the interests of patients at every step—from discovery to clinical development, manufacturing, distribution, and commercialization—and to enable our clinical, logistics, and other experts across the business to spend more of their efforts developing and delivering breakthroughs that change patients' lives.

Clinical Trial Innovation

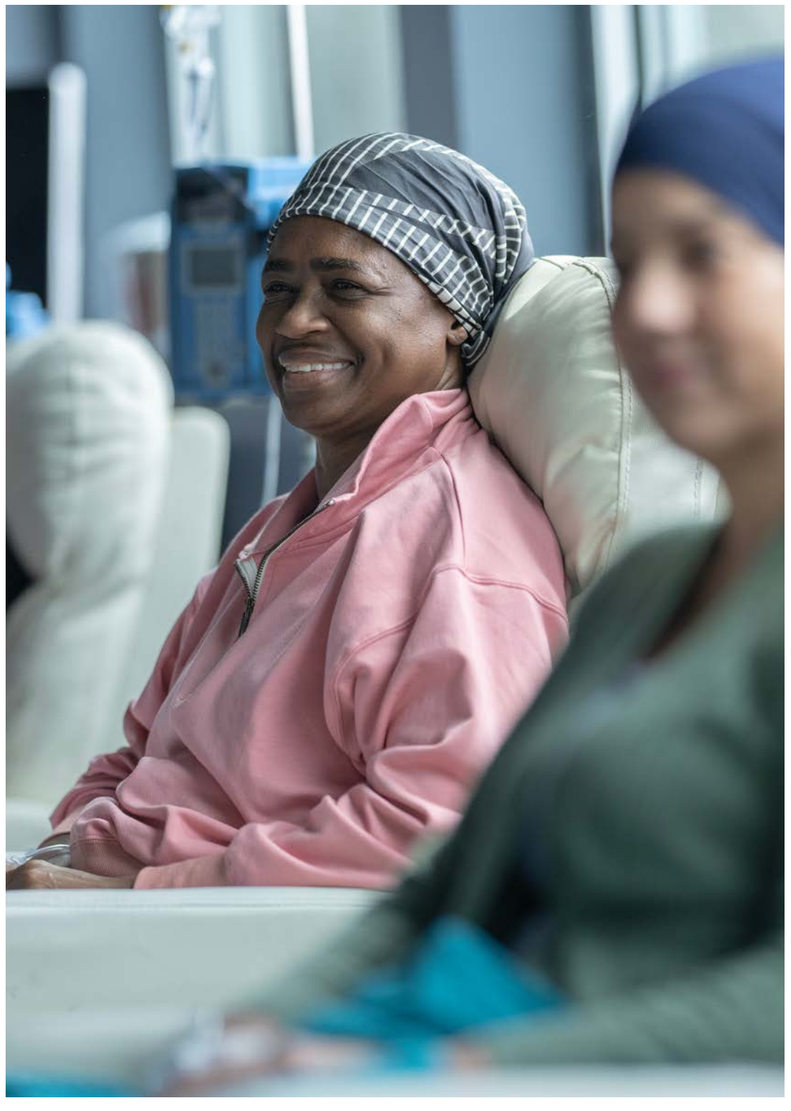
Pfizer is transforming clinical trials, including by expanding decentralization, which can help reduce burdens for participants, and enhancing information sharing, making studies more accessible and participant-friendly. Our innovative approach combines cutting-edge technology with an unwavering commitment to quality and data transparency.

In keeping with our core value of Equity, our teams continue to find new ways to remove barriers to clinical trial participation and improve the experience of clinical trial participants, such as incorporating telehealth and home health, local or at-home sample collection, direct-to-patient drug delivery, the use of apps, sensors, and wearables for remote monitoring, and other approaches to make clinical trials more flexible and accessible. Mobile units and retail pharmacy partnerships give us the ability to reach participants directly in their communities, and have resulted in increased participation, faster recruitment, improved retention, shorter cycle times, and an increase in participant choice.

To continue to drive our patient-centric approach, we updated our development plans and protocols in 2024 to include provisions for multi-stakeholder insights (e.g., patients, healthcare providers, caregivers) to be obtained for all late-phase clinical trials.

Pfizer has a history of leading the industry in clinical trial data transparency. In 2024 we continued to build our Participant Data Return initiative, a first-of-its-kind program to return certain individual clinical results to clinical trial participants in the United States at scale in a meaningful, contextualized way, helping empower all participants with important information related to their contribution to the study. This in turn allows participants to share their personal data with their healthcare providers after study participation concludes.

By integrating digital health technologies, such as wearable devices, we capture real-time patient experiences, enhancing data accuracy and making our vision for future trials a reality today.



Representation in Clinical Trials

Representation of various populations in clinical trials contributes to our Purpose to change patients' lives. The more varied a group of clinical trial participants, the more we can learn about the safety and efficacy of a potential medicine or vaccine for people who have characteristics similar to the trial participants.

Factors such as race, ethnicity, age, and sex can have an impact on how people respond to the same medicine or vaccine, which is why we are committed to making clinical trials more accessible to and representative of various populations. By raising awareness, increasing access, and addressing certain logistical considerations associated with clinical trial participation, we aim to ensure that as many people as possible have the opportunity to contribute to clinical research.

Pfizer has taken many steps over the years to help ensure broad access and representation in clinical trials, including reinforcing the importance of representation in trials among our clinical study teams. We have also shared our own knowledge and learnings with others because we recognize that no single entity can solve the long-standing challenges to ensuring broad access to clinical trials alone.

Addressing Practical Barriers to Trial Participation

A critical component of making trials more accessible for more patients is removing practical barriers, such as the inability to travel to a site or pay for transportation. We provide support to our sites to ensure that participants are offered reimbursement for transportation and other study-related costs, as appropriate. Technology can also help, and we are taking steps to reduce, or in some cases eliminate, the need to travel. Another critical component of improving access to clinical trials is making it easier for patients to find information. We provide critical online resources, such as Pfizerclinicaltrials.com, which serves as a single destination for potential volunteers to learn and find information on our clinical trials and how to participate. Recognizing that language can also be a barrier to participation, we also launched Pfizer Estudios Clinicos, a searchable Spanish-language website about Pfizer clinical trials.

At Pfizer, we take a science-based and data-driven approach to work with clinical trial sites that serve local communities. We provide tools and information to principal investigators and study managers to help them enhance their recruitment efforts and develop impactful strategies to address local community needs.

Antimicrobial Resistance (AMR)

A core pillar of our product innovation work is our effort to help slow the spread of AMR. AMR is one of the biggest threats to global health as it can make infections harder to treat, increasing the risk of disease spread, severe illness, and death. As many as 10 million people could die annually from AMR by 2050.[1] AMR can affect any person of any age in any country, and it can impact nearly every area of medicine.

Pfizer's recognition in the Access to Medicine AMR Benchmark reflects our industry-leading and multi-faceted approach to combating AMR.

Pfizer's efforts include our own broad product portfolio of antibiotics and vaccines that can help prevent and treat infections; active stewardship so that patients receive the correct anti-infectives for the right duration according to independent guidelines; global policy advocacy leadership to help facilitate a more sustainable ecosystem for antimicrobials; and responsible manufacturing practices. Pfizer's Antimicrobial Testing Leadership and Surveillance (ATLAS) database program provides decision-makers and healthcare providers with real-world surveillance data to monitor resistance patterns. In addition, through the Accord for a Healthier World, we are committed to providing access to our entire portfolio of medicines and vaccines for which we have global rights—including our antibiotic portfolio—at not-for-profit pricing to 45 lower income countries.

[1] Review on Antimicrobial Resistance. Tackling drug-resistant infections globally: final report and recommendations. May 2016. Available at: https://amr-review.org/sites/default/files/160525_Final%20paper_with%20cover.pdf

Equitable Access and Pricing

We measure ourselves not only by the creation of breakthrough medicines and vaccines, but by the accessibility of those critical innovations within populations in need. Our vaccines and medicines cannot benefit patients if they cannot access or afford them. To change patients' lives, Pfizer applies a modernized approach to access, focused on affordability and delivery for patients with the greatest coverage gaps and out-of-pocket exposure.

Affordability is a long-term commitment and is embedded in our systems, incentives, and operating model. Pfizer's broad-based core methods to help reduce the number of people who cannot afford our medicines include advocating with payers, governments, and others in the healthcare system on behalf of patients to identify and relieve financial burdens, as well as patient assistance and donation programs when insurance or reimbursement systems are unable to provide affordable access to our medicines.

Grounding Our Approach in Human Rights

We focus on the right to health as our most salient human rights issue, with availability, accessibility, and affordability as key focus areas. Pfizer's commitment to the right to health is reflected in our Purpose—Breakthroughs that change patients' lives. Our approach to access and affordability programs is aligned with and supported by our Human Rights Policy Statement.

We know that health equity is only achieved when breakthroughs are made accessible to all and patients have access to the medicines and healthcare they need. This is why we collaborate with partners around the world to identify barriers that limit access beyond supply—including diagnosis, education, infrastructure, storage, financing, and more. Our aim is to help strengthen health systems, improve access for underserved patients, and support the communities in which we live and work.

We are also aware that there are other factors that can impact the right to health and equitable access to medicine. For this reason, we also focus our efforts on key topics like climate change, pharmaceuticals in the environment, and antimicrobial resistance, which can increase the vulnerability of people to adverse health impacts.

Accord for a Healthier World

The Accord demonstrates Pfizer's commitment to patient access, focused on closing the health equity gap that persists between wealthy nations and many lower-income countries. Launched in May 2022, the Accord aims to provide access to the full portfolio of medicines and vaccines for which we have global rights—both current and future products—on a not-for-profit basis to 1.2 billion people living in 45 lower-income countries.

These countries have been prioritized because they can be more susceptible to adverse health impacts, due to factors like socioeconomic development and the vulnerability of their populations.

In 2024, the Accord made significant strides. Eleven Accord-eligible countries signed agreements with Pfizer that enable them to procure medicines under the Accord and collaborate with our team to explore health system strengthening efforts. Several other countries are in advanced discussions.

Providing our medicines and vaccines is only one step toward closing the health equity gap. To help ensure treatments reach patients in need, system-level barriers that limit or prevent patients' access to healthcare must also be addressed. Alongside governments and multi-sector global health organizations, the Accord aims to co-create solutions to address systemic barriers to better health.

The Accord is working with with eligible country governments, National Regulatory Authorities (NRA), and international organizations to identify opportunities that can help enable more efficient regulatory pathways, as permissible under local regulations. This can include supporting a country's efforts in pursuing regulatory harmonization, reliance, and agility, which can help reduce approval timelines. It also includes supporting appropriate forums to discuss regulatory challenges across countries and establishing work-sharing and learning platforms to help unlock more efficient and robust pathways.

We also work with governments to better understand their current needs and gaps in end-to-end supply chain and distribution processes and to identify potential opportunities that can help enhance their capabilities.

In addition, the Accord works with governments to help ensure healthcare practitioners have relevant medical education and professional development opportunities. We work closely with the ministries of health, local medical associations, and the scientific community to understand country-specific unmet medical needs and collaborate to deliver trainings and educational platforms in areas where Pfizer has disease expertise. In 2024, we reached more than 5,000 healthcare professionals with programming and have held five medical education seminars/webinars in Rwanda, Ghana, and Senegal on breast cancer and dermatology.

The Accord is complementary to other access channels and above-market partnerships that Pfizer has in place to provide vaccines and other products to eligible markets. It is part of a comprehensive business model that is focused on providing long-term, sustainable solutions.

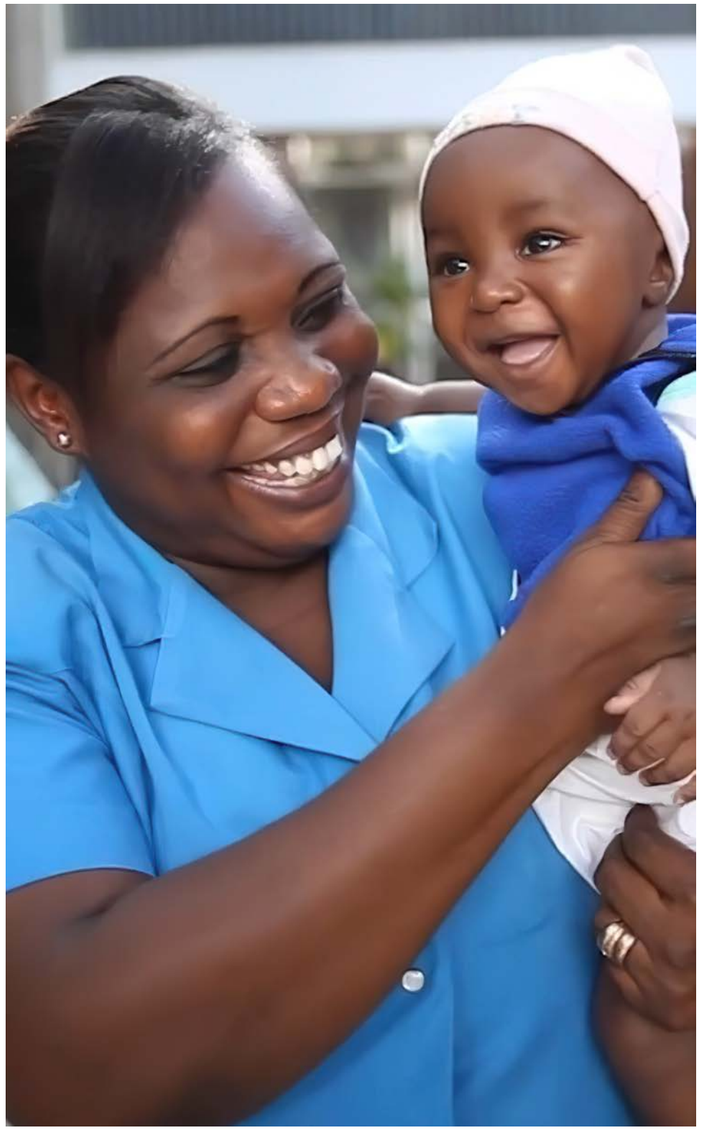


Photo credit: Gavi, The Vaccine Alliance

Gavi and Pfizer Collaboration

A key component of our commitment to make true inroads toward global healthcare access is private-public partnerships such as our participation in Gavi, the Vaccine Alliance, which brings together governments, global health organizations, the vaccine industry, and other sectors to increase equitable and sustainable access to vaccines for some of the world's deadliest diseases.

Globally, pneumonia is the single largest infectious cause of mortality in children under age five. The Pneumococcal Advance Market Commitment (AMC), initiated by Gavi in 2009, is a public-private health-funding mechanism designed to create a sustainable marketplace providing an affordable and stable supply of vaccines at a steeply discounted price. The AMC's long-term contracts offer manufacturers, like Pfizer, the predictability of demand that is needed to be able to invest in the expansion of manufacturing capacity, which, in turn, allows us to scale up production and offer supply at low cost.

Pfizer was one of the first to join the AMC nearly 15 years ago. In 2024, we reached a substantial milestone of 1 billion PCV 13 vaccines supplied through our collaboration with Gavi. Through this work, Pfizer's vaccines have reached 57 countries to help protect an estimated 300 million-plus children. Today, more than 50 percent of Pfizer pneumococcal vaccines manufactured are supplied to support access in low- and lower-middle-income countries through our collaboration with Gavi.

Helping vaccinate more children against vaccine-preventable diseases, like pneumococcal disease, goes beyond providing individuals with protection against severe disease and death. It can help uplift communities and countries by promoting health equity, increasing economic productivity, and reducing the cost burden on healthcare systems. Pfizer's collaboration with Gavi, the Vaccine Alliance is part of our broader commitment to help address health equity gaps around the world and enable accelerated access to medicines and vaccines.

Recognition for Access to Medicines

The 2024 Access to Medicine Index (ATMI) ranks Pfizer among the top 5 best performing companies (4th place out of 20 companies assessed). The Accord for a Healthier World was cited as an industry best practice. Pfizer performed well in product delivery, demonstrating impact and patient reach across a range of low- and middle-income countries.

ATMI is a ranking system published biennially since 2008 by the Access to Medicine Foundation, an international not-for-profit organization. It ranks the world's 20 largest pharmaceutical companies according to the Foundation's assessment of the companies' ability to make their pharmaceutical drugs more available, accessible, and acceptable in low- to middle-income countries. Of note, the Index is solely focused on access in low- and middle-income countries (LMICs) for a certain set of diseases/conditions and as such, is not a comprehensive assessment of Pfizer's enterprise efforts since it excludes the U.S. and other developed markets.

Patients Reached in 2024 (including COMIRNATY® and PAXLOVID®)[1]

Traditional Channels	332.9m
U.S. Patient Assistance Programs	44k
Ex-U.S. Patient Support Programs	907.8k
Global Commercial Access Partnerships	41.1m
Product Donation Programs	40.5m
Accord for a Healthier World Program	201k

[1] Refer to our Performance section for additional details on these figures.

Healthcare Infrastructure

Pfizer believes that healthcare is more than the development of medicines and vaccines. Governments, civil society, the private health sector, and communities play a critical role in facilitating access to health innovations by establishing and strengthening local healthcare infrastructure.

In 2024, Pfizer awarded $2 million to 11 nonprofit organizations through our "Communities in Action for Health Equity" grant program. This initiative, launched by the Pfizer Multicultural Health Equity Collective and the Institute of Translational Equitable Medicine, supports community-driven interventions addressing systemic health inequities in historically underserved communities across the United States.

Pfizer further demonstrated our dedication to health equity in 2024 with the launch of "Change the Odds: Uniting to Improve Cancer Outcomes™," a three-year initiative from the American Cancer Society sponsored by Pfizer that aims to improve health outcomes in underserved communities across the United States by enhancing awareness of and access to cancer screenings, clinical trials opportunities, and patient support and comprehensive navigation. Initially focusing on breast and prostate cancer, the program has the potential to expand to other cancer types.

Global Health System Strengthening

Through The Pfizer Foundation,[1] we make investments that seek to improve health systems and increase access to quality healthcare for underserved populations, in the U.S. and around the world. We pursue solutions that are based in evidence and aligned with government health priorities.

The Pfizer Foundation focuses its strategy on strengthening health systems to better address vaccine-preventable illnesses and infectious disease.

Launched in 2016, the Global Health Innovation Grants program works to support innovative health delivery models in low- and middle-income countries. These projects help test and scale community-based initiatives addressing global health challenges and allow the Foundation to make wide-reaching impact in the prevention and treatment of infectious disease. Since its launch in 2016, The Pfizer Foundation has supported 46 organizations in 30 countries across Asia, Africa, and Latin America. These efforts have helped to improve access to quality health services for more than 11.4 million people and established more than 3,800 new points of care. In 2024, 20 organizations each received a one-year $100,000 grant to drive innovative solutions that help address vaccine-preventable illnesses in their communities.

The Pfizer Foundation also supported the expansion of Zipline's drone delivery services in Nigeria to improve access to necessary vaccines for zero-dose communities, or populations that have not received a dose of routine vaccine, revolutionizing vaccine distribution in remote areas. This innovative partnership has created 500+ new vaccination sites in rural and hard-to-reach communities where no health delivery points had existed. In 2024, through this partnership, Zipline delivered 1.2 million doses of vaccines.

[1] The Pfizer Foundation is a separate legal entity from Pfizer Inc. with distinct legal restrictions.

Product Donations

Product donations are an integral part of Pfizer's work to help ensure patients around the world have access to vital medicines. We continue to grow the scale and longevity of our product donations, helping address both acute and short-term needs and long-standing health challenges.

Max Foundation

We continue to work with the Max Foundation, a nonprofit that delivers medication, technology, and services to underserved patients facing cancer and other critical illnesses. Together with the Max Foundation, Pfizer has helped over 2,500 patients globally in more than 40 countries over the past decade, demonstrating the success of our collaboration in bringing life-saving medications to those in need.

International Trachoma Initiative

Our longstanding work with the International Trachoma Initiative (ITI) is one example of our enduring commitment to help address long-standing health challenges. In 1998, Pfizer and the Edna McConnell Clark Foundation co-founded the ITI, a nonprofit dedicated to helping eliminate trachoma, the leading infectious cause of blindness worldwide. Since the program's inception, Pfizer has donated over 1 billion doses of azithromycin. The ITI, which has been a program of independent nonprofit The Task Force for Global Health since 2009, manages Pfizer's donated antibiotic and collaborates with governments and partners to implement the World Health Organization's (WHO's) recommended strategy to prevent, treat, and ultimately eliminate trachoma as a public health problem. In 2024, Vietnam became one of the latest countries to eliminate trachoma as a public health problem, thanks in part to antibiotics donated by Pfizer.

Naloxone Donation Program

In 2024, Pfizer continued its commitment to helping to combat the opioid crisis through the Naloxone Donation Program. The program's primary focus is ensuring that this key medication reaches those who need it most, supporting front-line efforts. Since 2017, Pfizer has donated more than 2.5 million doses of naloxone, a life-saving opioid overdose reversal medication, to the nonprofit Direct Relief. Through this donation we have helped to reach 725 organizations across 51 U.S. states and territories.

Patient Advocacy and Engagement

We strive to listen to and learn from the patient perspective and act as partners with accountability and integrity to deliver outcomes that matter most to patients and those who care for them. Patients are at the center of everything we do at Pfizer, and we integrate patient perspectives throughout our work, from early research to the final approval and use of our medicines and vaccines.

Pfizer's Global Patient Advocacy Team leads the enterprise-wide strategy for engagement with patient advocacy groups, to develop strong and sustainable partnerships that enable trusted, enduring connections with patients and advocates. These partnerships help increase patient engagement in research and development, broaden representation in clinical trials, develop patient-friendly educational materials and patient support programs, and elevate priority policy and social impact issues. In 2024, Pfizer implemented a new corporate policy on interactions with patients and patient advocacy groups to support our commitment to patient centricity and appropriate, ethical engagements.

The Patient Advocacy Leadership Collective (PALC), launched in 2023, supports patient advocacy organizations worldwide by providing access to essential health resources and developmental tools, aimed at helping advocacy organizations build capacity and optimize their work to support patients and their communities. In the last year, over 380 patient advocates from around the world have registered to participate. The program has offerings in multiple languages and over 60% of users enrolled in the courses are from countries across the Middle East, Asia, and Latin America.

We mark our company's dedication to patients during our annual Patients in Focus week—a time when thousands of Pfizer colleagues from around the globe step away from their desks, and step into our patients' shoes. During the 2024 Patients in Focus Week, themed "175 Years of Building Bridges with Patients," Pfizer colleagues from around the world participated in a variety of events to gain a better sense of patient/caregiver experiences and the issues they face. In 2024, over 350+ patient advocates participated in a Patients in Focus week event with Pfizer colleagues.

Our Colleagues and Communities

Our ability to successfully deliver on our Purpose is dependent on our people. We work to create an environment that prioritizes colleagues' health and wellness. Our people-centric approach touches every aspect of the employee experience, from recruiting, benefits, and compensation, to growth, inclusion, our workplace, and communication.

Culture and Environment

Creating a purpose-driven workplace that attracts, nurtures, and retains top talent is a priority. Our vibrant and supportive work culture is designed to empower colleagues to innovate, collaborate, and contribute meaningfully to improving global health. We invest in comprehensive development programs, provide merit-based opportunities for advancement, and encourage work-life integration through flexible work arrangements. We understand the significance of leadership and its crucial role in promoting growth and delivering breakthrough results. In 2024, we introduced the Actionable Attitudes leadership mindset and expanded our project-based ways of working.

Actionable Attitudes

- **Embrace Uncertainty**
- **Progress over Perfection**
- **Anchor in Trust**
- **Challenge Convention**
- **Rise Above**
- **Engage with Compassion**

Complementing our Pfizer values and behaviors, this leadership mindset embodies the attitudes every colleague should aspire to demonstrate, to foster a more dynamic, innovative, and compassionate place to work.

Building on Pfizer's 175-year legacy of being a force for good in the world, in 2024, Pfizer launched 175 Days of Good to inspire and celebrate colleague volunteerism and our commitment to do good where we work, live—and beyond. As examples of this commitment, in New York City, more than 900 colleagues came together to take action—packing meals for the hungry, planting gardens, and assembling gift boxes for local children undergoing medical treatment. Colleagues in Malaysia, Singapore, the Philippines, and South Africa also packed meals to be distributed to underserved communities as part of the Hunger Response Meal Intervention Support Program.

Open communication and feedback are essential elements of our commitment to performance, colleague engagement, and teamwork. Pfizer managers discuss colleague performance and leadership regularly, with the intent to encourage breakthrough goals and foster leadership. We understand that communication goes both ways: equally important is our commitment to listening and responding to colleague feedback, to foster a healthy work environment with the power to attract and retain top talent.

Our annual engagement survey, Pfizer Pulse, provides a forum for our colleagues to give structured feedback and allows us to measure and track priority areas and equip leaders with actionable insights. In addition, we ask for feedback at various points in the employee lifecycle through focus groups, surveys, and colleague forums. The information we receive helps enable us to adapt to the real-time needs of our colleagues and continuously improve our ways of working.

In addition, Pfizer prioritizes colleague recognition to drive engagement, a sense of belonging, motivation, and productivity. Our global rewards and recognition program, Bravo, lets colleagues celebrate and acknowledge each other for demonstrating Pfizer values in a way that makes an impact on the company, a colleague, a team, or a patient.

We are passionate about creating safe spaces at work, so our colleagues feel able and encouraged to provide the company with feedback and raise concerns and questions. The Office of the Ombuds is a resource colleagues at any level can connect with to get information and guidance to help them address and resolve work-related issues. We also host company-wide safe space calls and provide various other public, private, and anonymous channels for colleagues to speak up without fear of retaliation.

Freedom of Association and Collective Bargaining

Pfizer is committed to upholding the principles of human rights, including our colleagues' right to freedom of association and collective bargaining. We are committed to adherence to the labor laws of each country in which we operate. We understand the significance of freedom of association in the workplace and support our colleagues' right to join associations of their choice.

Growth and Development

Supporting colleagues' ongoing growth not only supports their individual success but also cultivates a resilient and adaptable workforce that can thrive in the face of change. As we navigate the evolving landscape of our industry, we recognize that providing our colleagues with opportunities for learning, skill-building, and growth is essential to their engagement, productivity, and overall job satisfaction.

Investing in career growth and development reaffirms our commitment to our colleagues, demonstrates our belief in their potential, and supports them in being motivated, agile, and equipped with the necessary skills to tackle new challenges and seize emerging opportunities.

Our perspective on career growth continues to shift from a traditional, linear view to one that is built on aspirations and embraces a variety of experiences. We actively encourage growth opportunities and part-time or temporary projects that allow colleagues to expand their expertise and build new skills while remaining in their current roles. We also promote diagonal moves, where colleagues pursue new roles in different job functions to gain a holistic understanding of the enterprise.

By fostering an environment that encourages continuous learning, embraces flexibility, and empowers decision-making at all levels, we are not just preparing our workforce for the future—we are actively shaping it. We believe this approach helps ensure that Pfizer remains at the forefront of innovation, ready to tackle the health challenges of tomorrow with a skilled, adaptable, and purpose-driven team.

Equity for Colleagues

At Pfizer, we are anchored in our values, including our firm belief in Equity. We remain dedicated to our commitment to the patients and communities we serve around the world and to creating an inclusive colleague experience. It's the right thing to do, and it's a critical business strategy for delivering on our Purpose. We know when colleagues feel seen, heard, and cared for, when they can be who they are, when they have equal access to opportunities and are supported as they need it, they thrive. They deliver. That's the business outcome we need today and in the future, and the path to our Purpose: delivering breakthroughs that change patients' lives.

We remain committed to an inclusive culture based on merit—one where hard work, talent, and contributions drive success, and barriers to opportunities are removed. Representation and meaningful connections continued as key driving forces in 2024:

- We provided **NeuroScience of a Smarter Team training** to all colleagues across the globe to deepen their leadership skills.
- Our voluntary **Self Identification Campaign** expanded beyond the U.S., Puerto Rico, and Canada to multiple countries in Latin America to create awareness of the importance of self-identifying and encourage participation.
- Our **Colleague Resource Groups** are a key part of delivering innovation and breakthroughs, through the communities created and the culture of inclusion and belonging built. Whether colleagues are members of a particular community or allies, Colleague Resource Groups welcome all colleagues from all backgrounds to join.

Making a global impact by fostering meaningful partnerships

- **Partnerships.** By establishing and nurturing partnerships with groups that support different communities, Pfizer is able to find the best talent from all backgrounds, promote brand affinity, and provide development opportunities for our colleagues. This further strengthens our culture, business, and brand.
- **Supplier Diversity.** Partnering with a wide range of suppliers is a business strategy that aligns to our value of Equity and provides a fresh perspective that helps drive innovation and contributes to a resilient supply chain. We are committed to having a supplier base that represents all of the patients and communities we serve. Our merit-based program focuses on providing equitable sourcing opportunities, mentoring, and engagement. The program prioritizes identifying strategic and innovative partners, fostering mentorship and connection between suppliers as part of inclusive sourcing that drives improved business outcomes. Intentional engagement with all suppliers is not only a smart business strategy, but one that contributes to economic impact in local communities, supporting our patients and colleagues.

Opportunity for All

Pfizer recognizes the critical importance and value of Pfizer's employees and the need to build and sustain a culture where all employees can contribute their unique viewpoints and perspectives to all aspects of the business. Management establishes and reinforces the company's culture, which the Board and its Committees oversee. We continue to execute a merit-based talent approach, focusing on identifying candidates with the right qualifications and ensuring they are considered for opportunities based on their skills, abilities, and performance. We are committed to providing everyone with an opportunity to demonstrate their merit. Our leaders set the tone for the company, embracing accountability and transparency, while promoting a vibrant culture in which employees are free to speak up and are encouraged to share views and raise concerns without fear of retaliation.

Pay Equity

Our commitment to pay equity for all colleagues is based in our values and our intention to continue to build a highly motivated workforce, which is critical to achieving our Purpose. 2024 was the sixth consecutive year that an independent compensation expert confirmed equitable pay practices for employees at Pfizer.

Our efforts and initiatives in support of pay equity include:

- Maintaining pay practices and policies that are transparent and fair, regardless of gender, race, or ethnicity.
- Determining compensation objectively based on job-related factors, such as the nature of the job, work location, and employees' skills and experience.
- Providing training to managers on our value of Equity and our commitment to the work.
- Encouraging open dialogue between people managers and colleagues.

We also report pay equity and pay gap results in line with all applicable local market requirements.

Safe and Healthy Workplaces

At Pfizer, protecting the health, safety, and well-being of colleagues and contractors, all of whom are essential to driving our business forward, is an integral part of how we operate.

Colleague Health & Safety

Pfizer's Global Environment, Health & Safety (EHS) Policy and supporting standards outline our expectations and approach to assessment, evaluation, elimination, and mitigation of EHS risks across our operations globally. Our leadership is accountable for EHS compliance and risk management. Colleagues and contractors receive EHS training relevant to their jobs, including measures to prevent workplace incidents and injuries.

In addition to our policy and standards, each Pfizer colleague and contractor contributes to our culture of EHS excellence where improvements, ideas, suggestions, and opportunities are welcomed. Fostering this culture of interdependence with everyone looking out for each other enables Pfizer to meet our commitment to our patients.

Pfizer also places an emphasis on contractor safety. Our contractor safety program sets clear expectations for the selection of suitable contractors, assessing risk and establishing safe working methods, providing training, and supervising contractors working on Pfizer sites.

Prioritizing Wellness

At Pfizer, we are committed to supporting and encouraging our colleagues' well-being. We use results from Pfizer Pulse and other colleague feedback forums to inform the wellness services we offer, such as wellness days, on-site health clinics in select locations, digital accessibility cafés, and work policies to offer flexibility and help enable colleagues to work effectively from their local offices as well as from their homes.

Appendix

We are aligning our efforts and reporting to recognized standards: The Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), and Task Force on Climate-related Financial Disclosures (TCFD)[1], as well as the UN Sustainable Development Goals (SDGs), where appropriate.

[1] For TCFD, see page 33

Responsible Business Performance Data

Measuring and reporting our responsible business performance is key to understanding the impact of our operations, driving continuous improvement, and maintaining a transparent dialogue with our stakeholders.

We are committed to improving our performance because it is crucial to our long-term success as a responsible business and is essential to achieving our Purpose. The key performance indicators we track are driven by an assessment of issues of greatest relevance and impact to our stakeholders and our business.

Principles

Business Ethics	**2022**	**2023**	**2024**
Ensuring quality and patient safety during clinical trials	2022 ESG Report – Governance Narrative	2023 Impact Report - Governance Narrative	2024 Impact Report - Principles Narrative
Products listed on FDA's MedWatch List	FDA's MedWatch List		
Fatalities as reported in FDA Adverse Event Reporting System	FDA AE Reporting System		
Code of ethics governing the promotion of off-label use of products	2022 ESG Report – Governance Narrative	2023 Impact Report - Governance Narrative	2024 Impact Report - Principles Narrative
Code of ethics governing interactions with healthcare providers	2022 ESG Report – Governance Narrative	2023 Impact Report - Governance Narrative	2024 Impact Report - Principles Narrative
Alerts of risks associated with counterfeit products	2022 ESG Report – Governance Narrative	2023 Impact Report - Governance Narrative	2024 Impact Report - Principles Narrative
Counterfeit drug process for maintaining traceability	2022 ESG Report – Governance Narrative	2023 Impact Report - Governance Narrative	2024 Impact Report - Principles Narrative
Governance			
Proportion of women on Board of Directors[1]	4 out of 12	4 out of 12	3 out of 13[2]

1 Pfizer's Board of Directors.

2 This information is as of April 24, 2025.

Planet

Climate change (Scopes 1 & 2)[1,2,3]	2019 (baseline)	2022	2023	2024	2030 Goal
Carbon emissions (in million metric tons CO_2e)[4]	1.27	1.13	1.11	1.08	0.68
Renewable electricity (%)	10%	7%	10%	14%	100%
Climate Change (Scope 3)[3]	**2019 (baseline)**	**2022**	**2023**	**2024**	**2025 Goal**
Suppliers of purchased goods and services by spend with science-based targets (%)[5]	-	29%	51%	65%	64%
Business travel carbon emissions (in thousand metric tons CO_2e)[6,7]	421	102	186	188	316
Upstream transportation & distribution carbon emissions (in thousand metric tons CO_2e)[6,8]	201	390	257	154	181

1 Pfizer's organizational boundaries for environmental performance include all owned sites and leased facilities where Pfizer has operational control. Data are baseline adjusted, reported absolute, using reporting boundaries per the World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol. The 2019 data is independently verified to the limited assurance level. Data for 2022-2024 is independently verified to the reasonable assurance level.

2 Scopes 1 and 2 as defined by the GHG Protocol Corporate Standard:

- Scope 1: Direct GHG emissions. Direct GHG emissions occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc., or emissions from chemical production in owned or controlled process equipment.
- Scope 2: Electricity indirect GHG emissions. GHG emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity, steam, heating or cooling that is purchased or otherwise brought into the organizational boundary of the company.

3 Data presented represents information available as of February 28, 2025, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology. See Pfizer's website for more information on our GHG calculation methodology. Updated 2024 data will be published on Pfizer's Environmental Sustainability page.

4 Pfizer's 2030 GHG emissions goal is to achieve a 46% reduction from the 2019 baseline, inclusive of the 100% renewable electricity target. There may be differences in baseline and subsequent reporting year values due to changes in the business that require baseline adjustments conducted in accordance with the GHG Protocol. Estimates comprise less than 3% of Scope 1 and 2 GHG emissions.

5 Tracking of the Scope 3 supplier engagement goal was initiated in 2021. We include companies publicly committed to setting science-based targets through the Science Based Target Initiative (SBTi), companies with SBTi-validated targets, and companies with Scope 1 and 2 targets set at a level equivalent to SBTi criteria.

6 Data for 2019 and 2024 is verified to the limited assurance level. Seagen's 2019 Scope 3 emissions were determined to be non-material (less than 5% of the total emissions per category) and were therefore not added to our baseline.

7 Pfizer's 2025 GHG emissions goal is to achieve a 25% reduction in business travel emissions from the 2019 baseline. There may be differences in baseline and subsequent reporting year values due to changes in the business that require baseline adjustments conducted in accordance with the GHG Protocol. Air travel emissions for all years, including the 2019 baseline, have been adjusted to include well-to-wheel (WTW) emissions. Estimates for travel booked outside Pfizer's travel system, which account for approximately 10% of total business travel emissions, are included for all years.

8 Upstream transportation emissions are calculated from Pfizer and third-party datasets. As the result of improvements in our methodology accounting for logistics and tertiary packaging material weights, we have recalculated historical Category 4 emissions, including the 2019 baseline.

Water and waste[1,2]	2022	2023	2024
Water withdrawal (in million cubic meters)	28.7	31.9	30.9
Water discharge (in million cubic meters)	25.8	29.0	27.7
Water consumption (in million cubic meters)	2.9	2.9	3.3
Hazardous waste generated (in thousand metric tons)	76.5	80.4	79.9
Hazardous waste diverted from disposal (in thousand metric tons)	7.5	10.4	12.6
Hazardous waste disposed (in thousand metric tons)	69.1	70.0	67.3
Non-hazardous waste generated (in thousand metric tons)	34.7	36.2	35.1
Non-hazardous waste diverted from disposal (in thousand metric tons)	18.4	19.2	19.7
Non-hazardous waste disposed (in thousand metric tons)	16.3	17.0	15.4

1 Pfizer's organizational boundaries for environmental performance include all owned sites and leased facilities where Pfizer has operational control. Data are baseline adjusted, reported absolute, using the same reporting boundaries as are used for GHG reporting per the World Resources Institute (WRI) Greenhouse Gas Protocol. The 2024 water and hazardous waste data has been verified to the limited assurance level.

2 Data presented represents information available as of February 28, 2025, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology. Updated 2024 data will be published on Pfizer's Environmental Sustainability page.

People

Innovation and Global Health

Product Innovation	2022	2023	2024
Time to market (in years) (first-in-human (FIH) to approval)[1]	4.8	5.1	5.7
Success rate (FIH to approval)[2]	18%	17%	21%
Number of drugs in portfolio[3]	Product Listing →		
Number of drugs in research and development[4]	110	112	115
Products on WHO List of Prequalified Medicinal Products and Vaccines[5]	WHO Medicinal Products and Vaccines List →		
Key projects driving large-scale digital solutions in R&D, manufacturing and healthcare provider and patient engagement	38	47	42

1 Biosimilars and generics are excluded from all analyses, as are product enhancements (supplemental indications, major new formulations, etc.). New molecular entities (NME) are the foundation of Pfizer's, and the industry's, innovative medicines pipelines. NMEs originating outside of Pfizer and acquired or licensed by Pfizer after achieving FIH or more advanced development milestones are generally excluded from FIH-approval cycle time calculations where substantial development effort occurred before Pfizer's operational control. Cycle times from FIH to approval are calculated between the FIH date for the NME in its first indication pursued, and first major regulatory approval (U.S. FDA or European Medicines Agency) for the NME. The NME approval may or may not be for the same indication by which the NME triggered its first FIH milestone. Rolling cohorts are used to provide sufficient sample sizes to calculate cycle times between major development milestones.

2 The FIH to approval NME success rate metric is a composite metric. It is a cumulative success rate derived using individual phase success rates from FIH (start of Phase 1) to approval (first regulatory approval) at an NME level. Combinations of approved NMEs, biosimilars and generics are excluded from all success rate calculations. Cumulative NME success rate is calculated using three-year rolling cohorts for Phase 1 and five-year rolling cohorts for Phase 2, Phase 3 and registration.

3 Included on Pfizer's Product Listing:

- Co-Marketing agreements—Products that were co-marketed with other companies are included in the products listing. However, the third party may be taking or be responsible for a significant portion of the underlying marketing.
- U.S. Products Only—The product listing shows only products available to U.S. consumers.
- New Drug Application (NDA) / Abbreviated New Drug Application (ANDA) / Biologic License Application (BLA)—Products included are only shown (or removed) if they have an active application (or the application has been withdrawn). This results in certain products being listed that are not actively marketed.

4 The 2024 figure is as of February 4, 2025, and represents the number of R&D programs in Phase 1 to registration, including programs for additional uses for in-line and in-registration products. For latest information, please see Pfizer's R&D Portfolio.

5 To see the products prequalified, perform a database search per manufacturer name (Pfizer).

Breakthrough and Expedited Regulatory Designations[1]	2022	2023	2024
% of Pfizer NME / BLA novel drug approvals by the U.S. FDA achieving breakthrough therapy designation (over a rolling 5-year period)	44% (vs. 30% for industry)	38% (vs. 29% for industry)	36% (vs. 31% for industry)
% of Pfizer NME / BLA novel drug approvals by the U.S. FDA achieving one or more expedited review designations (over a rolling 5-year period)	100% (vs. 67% for industry)	62% (vs. 67% for industry)	57% (vs. 69% for industry)

[1] Breakthrough and other expedited U.S. Food and Drug Administration (FDA) regulatory designations are cited as a proxy measure of innovation among Pfizer and biopharmaceutical industry novel drug approvals. As with success rate and time-to-market metrics, the metrics exclude biosimilars, generics and product enhancements. Our criteria for FDA expedited designations includes breakthrough therapy, fast track, priority review and accelerated approval. These four designations are well-defined and established in FDA reporting and suitable for tracking over time. The metrics cover a rolling 5-year period (e.g., 2024 values represent 2020–2024) and references Pfizer internal medicines portfolio data and data provided by the FDA's Center for Drug Evaluation and Research (CDER) and Center for Biologics Evaluation and Research (CBER). The scope of these metrics is limited to new molecular entities (NME), novel biologics license applications (BLA) and novel vaccine approvals. Pfizer novel drug approval counts include co-developed or acquired assets which may not be listed as distinctly Pfizer assets among FDA data. Industry novel drug approval counts exclude Pfizer approvals.

Equitable Access and Pricing	2022	2023	2024
Description of actions and initiatives to promote access	2022 ESG Report – Tackling the Health Equity Gap Together 2022 ESG Report – Equitable Access and Pricing	2023 Impact Report - Social Narrative	2024 Impact Report - People Narrative
Patients Reached[1]	304 million[2] (excluding COMIRNATY® and PAXLOVID®) 1.3 billion (including COMIRNATY® and PAXLOVID®)	316 million[3] (excluding COMIRNATY® and PAXLOVID®) 619 million (including COMIRNATY® and PAXLOVID®)	307 million (excluding COMIRNATY® and PAXLOVID®) 415 million (including COMIRNATY® and PAXLOVID®)
Access to Medicine Index (ATMI) Ranking[4]	6th	6th	4th
Percent change in average net price for U.S. portfolio[5]	6%	5%	-2%

1 The Patients Reached metric is calculated from Pfizer and third-party datasets. Figures may be limited given the coverage provided by external sources (e.g., calendar duration, geographic and product coverage) and are subject to change. Numbers are estimates and in some cases use global volume, daily dosage and number of treatment days to facilitate calculations. Methodologies to calculate estimates may vary by product type given the nature of the product and available data. Patients taking multiple Pfizer products may be counted as multiple patients towards total. Numbers include estimated patient counts from our Accord for a Healthier World program. Historical estimates may periodically be subject to revision due to restatements in the underlying data source.

2 Note: 2022 Patients Reached estimate of 304 million (excluding Comirnaty & Paxlovid) is a revision from the figure included in the 2022 ESG Report due to data source restatements and updates to methodology.

3 Note: 2023 Patients Reached estimate of 316 million (excluding Comirnaty & Paxlovid) is a revision from the figure included in the 2023 Impact Report due to data source restatements and updates to methodology.

4 The 2024 Access to Medicine Index assesses the top 20 largest research-based pharmaceutical companies on their actions to improve access to medicines in 113 low- and middle-income countries for 81 diseases, conditions and pathogens. ATMI 2024 Ranking

5 The U.S. portfolio includes all pharmaceutical products marketed by the company. The product sales utilized in the analysis represent ~82% of the total U.S. portfolio in 2024 and exclude our alliance products, royalty revenues, and contract manufacturing operations. Excluding COMIRNATY® and PAXLOVID®, the percentage change in average net price for the U.S. portfolio for 2022, 2023 and 2024 are -2%, +1%, and -3% respectively. Year-over-year comparisons of net price may be impacted by changes to our portfolio, including, but not limited to, new formulations, strengths, and product delivery formats.

Our Colleagues and Communities	2022	2023	2024
Description of talent and recruitment efforts	2022 ESG Report - Social Narrative	2023 Impact Report - Social Narrative	2024 Impact Report - People Narrative
Pay equity[1]			
Female vs. Male Adjusted Pay Gap (Global)	2022 ESG Report - Social Narrative	2023 Impact Report - Social Narrative	99.5%
Female vs Male Median Pay Gap (Global)	2022 ESG Report - Social Narrative	2023 Impact Report - Social Narrative	102.2%
Minorities vs. Non-minorities Adjusted Pay Gap (U.S. only)	2022 ESG Report - Social Narrative	2023 Impact Report - Social Narrative	100%
Minorities vs. Non-minorities Median Pay Gap (U.S. only)	2022 ESG Report - Social Narrative	2023 Impact Report - Social Narrative	83.9%
Employee Engagement and Purpose			
Employee Engagement (composite score, favorable %)[2]	88%	85%	76%
Employee Purpose (favorable %)[3]	93%	89%	85%
Employee Turnover[4]			
Voluntary Employee Turnover	7.3%	5.8%	6.2%
Involuntary Employee Turnover	7%	6.4%	8.6%

1 This data does not include legacy Seagen colleagues.

2 Composite score of favorability across four questions: 1. I am proud to work for Pfizer, 2. I would recommend Pfizer as a great place to work, 3. I would like to be working at Pfizer one year from now, 4. If I were offered a comparable position with similar pay and benefits at another company, I would stay with Pfizer.

3 Scored from question: "My work contributes to our purpose - Breakthroughs that change patients' lives."

4 Turnover numbers are based on all voluntary and involuntary terminations in 2024 / Annual Average headcount (Total Headcount as of December 31 2023 + Total Headcount as of December 31 2024) / 2. This does not include employees on leave > 180 days as well as other specific temporary employee types.

Colleague Demographics[1]	2022		2023		2024	
Gender Representation (Global)	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Vice President and above	43.1%	56.9%	44.8%	55.2%	45.8%	54.2%
Senior Director	48.4%	51.6%	49.2%	50.8%	51.4%	48.6%
Director	52.9%	47.1%	53.5%	46.5%	54.4%	45.6%
Manager / Senior Manager	53.6%	46.4%	53.8%	46.2%	54.4%	45.6%
Analyst and below	49.6%	50.4%	50.2%	49.8%	50.6%	49.5%

	2023						2024					
Racial / Ethnic Group Representation (U.S. only)[1]	**Asian**	**Black or African American**	**Hispanic or Latino**	**White**	**Two or More Races**	**Other**	**Asian**	**Black or African American**	**Hispanic or Latino**	**White**	**Two or More Races**	**Other**
Vice President and above	15.4%	7.1%	6.9%	69.5%	0.9%	0.2%	16.4%	6.9%	6.6%	68.9%	0.7%	0.5%
Senior Director	16.9%	4.1%	5.8%	70.8%	1.9%	0.5%	19.4%	3.7%	5.4%	68.9%	1.8%	0.8%
Director	19.5%	5.5%	6.0%	66.4%	1.8%	0.8%	20.1%	5.5%	6.4%	64.8%	2.3%	1%
Manager / Senior Manager	20.3%	6.9%	6.9%	63.5%	1.6%	0.9%	20.4%	6.7%	6.3%	63.4%	2%	1.2%
Analyst and below	9.0%	22.3%	8.4%	56.4%	2.7%	1.3%	9.1%	21.5%	8.7%	56.3%	2.9%	1.6%

[1] Colleagues who select “Do Not Disclose” or have not filled in their profile are not included in the denominator or numerator for gender or racial / ethnic representation. Gender representation is calculated globally. Puerto Rico is excluded within racial / ethnic representation but included in the Global Gender Representation. Percentages may not add up to 100% due to rounding. Other is defined as American Indian or Alaska Native, Middle Eastern or North African, and Native Hawaiian or Other Pacific Islander.

	2023						2024					
Employee Turnover by Racial/Ethnic Group Representation (U.S. only)[1]	**Asian**	**Black or African American**	**Hispanic or Latino**	**White**	**Two or More Races**	**Other**	**Asian**	**Black or African American**	**Hispanic or Latino**	**White**	**Two or More Races**	**Other**
Vice President and above	11.3%	11.3%	5.0%	68.8%	2.5%	1.3%	13.4%	5.2%	4.5%	76.1%	0.7%	0.0%
Senior Director	15.1%	1.7%	5.2%	75.4%	2.6%	0.0%	18.3%	4.9%	6.1%	68.1%	1.9%	0.7%
Director	22.4%	6.0%	5.5%	63.2%	1.4%	1.4%	20.3%	5.8%	4.7%	67.0%	1.0%	1.2%
Manager / Sr. Manager	26.7%	4.8%	7.2%	58.7%	1.9%	0.7%	24.9%	5.8%	7.1%	59.4%	1.8%	1.0%
Analyst and below	11.4%	19.3%	8.7%	56.0%	3.3%	1.3%	12.7%	22.4%	9.0%	51.0%	3.6%	1.2%

	2023		2024	
Employee Turnover by Gender[1]	**Female**	**Male**	**Female**	**Male**
Vice President and above	32.0%	68.0%	37.8%	62.2%
Senior Director	47.2%	52.8%	45.4%	54.6%
Director	49.2%	50.8%	52.4%	47.6%
Manager / Sr. Manager	53.3%	46.7%	54.3%	45.7%
Analyst and below	50.1%	49.9%	49.5%	50.5%

[1] Calculation includes percentage distribution by self-identified racial/ethnic category of all U.S. colleagues who departed the company, voluntarily or involuntarily, by job level during calendar year 2024. Gender representation is calculated globally. Puerto Rico is excluded within racial / ethnic representation but included in the Global Gender Representation. Percentages may not add up to 100% due to rounding. Other is defined as American Indian or Alaska Native, Middle Eastern or North African, and Native Hawaiian or Other Pacific Islander.

	2023						2024					
New Hires by Racial/Ethnic Group Representation (U.S. only)[1]	**Asian**	**Black or African American**	**Hispanic or Latino**	**White**	**Two or More Races**	**Other**	**Asian**	**Black or African American**	**Hispanic or Latino**	**White**	**Two or More Races**	**Other**
Vice President and above	16.7%	6.7%	13.3%	60.0%	3.3%	0.0%	40.0%	6.7%	6.7%	46.7%	0.0%	0.0%
Senior Director	20.5%	5.5%	8.2%	56.2%	9.6%	0.0%	32.1%	6.4%	7.7%	46.2%	3.8%	3.8%
Director	21.0%	12.1%	6.6%	57.7%	1.8%	0.7%	21.1%	8.4%	7.7%	57.9%	4.2%	0.8%
Manager / Sr. Manager	26.7%	9.9%	6.7%	52.2%	2.7%	1.7%	22.0%	9.4%	7.7%	56.3%	2.6%	2.1%
Analyst and below	10.1%	25.6%	11.2%	47.3%	4.2%	1.6%	12.4%	17.1%	13.0%	51.1%	3.4%	3.0%

	2023		2024	
New Hires by Gender[1]	**Female**	**Male**	**Female**	**Male**
Vice President and above	39.0%	61.0%	29.2%	70.8%
Senior Director	52.7%	47.3%	50.0%	50.0%
Director	53.6%	46.4%	55.5%	44.5%
Manager / Sr. Manager	56.1%	43.9%	57.8%	42.2%
Analyst and below	55.9%	44.1%	55.7%	44.3%

Colleague Health & Safety[2]	**2022**	**2023**	**2024**
Total Injury Rate (TIR)[3]	0.30	0.30	0.31
Lost Time Injury Rate (LTIR)[4]	0.13	0.13	0.15
Fatalities[5]	0	0	2

1 Calculation includes percentage distribution by self-identified racial/ethnic category of all U.S. colleagues hired into the company by job level into full-time regular positions during calendar year 2024. Gender representation is calculated globally. Puerto Rico is excluded within racial / ethnic representation but included in the Global Gender Representation. Percentages may not add up to 100% due to rounding. Other is defined as American Indian or Alaska Native, Middle Eastern or North African, and Native Hawaiian or Other Pacific Islander.

2 To facilitate consistent reporting practices, Pfizer applies the U.S. Occupational Safety and Health Administration Recordkeeping Requirements as its global reporting standard.

3 Injuries or illnesses per 100 colleagues.

4 Injuries or illnesses resulting in time away from work per 100 colleagues.

5 Work-related injuries or illnesses that led to loss of life. Both reported cases in 2024 were related to motor vehicle collisions.

GRI Index

We have included a GRI Index in this Impact Report as a reference tool to help readers more readily locate relevant information. This index was prepared with reference to the GRI standards. Pfizer continues to evaluate our approach to reporting, including reference to several existing, globally recognized external frameworks—for more information please see About This Report on page 81. As used herein and therein, "materiality" has the definition given to that term by GRI. GRI does not define materiality the same as the U.S. federal securities laws. Disclosures below are not necessarily material, within the meaning of the U.S. federal securities laws, and the inclusion herein of such disclosures should not be considered as an admission of their materiality by Pfizer.

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
GRI 2: Universal Disclosures			
2-1	Organizational details	Pfizer Annual Report on Form 10-K for the year ended December 31, 2024 Direct Response: Pfizer Inc. is a publicly owned incorporated entity headquartered in New York, NY, USA. Our global operations are detailed on our Global Manufacturing, Supply, & Distribution webpage.	
2-2	Entities included in the organization's sustainability reporting	About This Report; pg. 81 Direct Response: This report covers all of Pfizer's global operations included within the 2024 financial statements, unless otherwise stated.	
2-3	Reporting period, frequency and contact point	About This Report; pg. 81	
2-4	Restatements of information	Direct Response: Pfizer restates information as appropriate and when needed. Please refer to the Key Performance Indicator tables in the Performance Data section of the report for any restated information included during this reporting period.	
2-5	External assurance	Direct Response: There is no third-party assurance on the information provided in the GRI standards. Information about assurance we have obtained can be found in About This Report; pg. 81.	
2-6	Activities, value chain and other business relationships	A Letter from our Chairman & CEO; pg. 4 Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7 Product Quality and Safety: Quality Management: Third Party Management; pg. 22 Responsible Supply Chain; pg. 25 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024 Direct Response: There were no significant changes within the organizational value chain during the reporting period.	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-7	Employees	Pfizer Annual Report on Form 10-K for the year ended December 31, 2024 Direct Response—Omission Statement: The organization considers the data confidential and thus cites 'confidentiality constraints' as our reason for omission. Reason for Omission: Confidentiality Constraints	
2-8	Workers who are not employees	Direct Response—Omission Statement: The organization considers the data confidential and thus cites 'confidentiality constraints' as our reason for omission. Reason for Omission: Confidentiality Constraints	
2-9	Governance structure and composition	Governance; pg. 14–15 Board of Directors and Board Committees, pg. 14 Board of Committees & Charters	 
2-10	Nomination and selection of the highest governance body	Governance; pg. 14–15 2025 Proxy Statement	 
2-11	Chair of the highest governance body	Board of Directors and Board Committees; pg. 14	
2-12	Role of the highest governance body in overseeing the management of impacts	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7 Governance; pg. 14–15 Laws and Regulations Compliance; pg. 17–18 Open Door Culture and Investigations; pg. 19 Board Committees & Charters	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-13	Delegation of responsibility for managing impacts	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7 Governance; pg. 14–15	
2-14	Role of the highest governance body in sustainability reporting	Governance; pg. 14–15 About This Report; pg. 81	
2-15	Conflicts of interest	Ethical Decision-Making & Transparency; pg. 16 Code of Business Conduct and Ethics for Members of the Board of Directors	
2-16	Communication of critical concerns	Ethical Decision-Making & Transparency; pg. 16 Laws and Regulations Compliance; pg. 17–18 Product Quality and Safety; pg. 21–25 Open Door Culture and Investigations; pg. 19 Direct Response—Omission Statement: Pfizer does not publicly disclose the number of critical concerns communicated during the reporting period. Pfizer considers the data confidential and thus cites 'confidentiality constraints' as our reason for omission. Reason for Omission: Confidentiality Constraints	
2-17	Collective knowledge of the highest governance body	Board Composition and Independence; pg. 15 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
2-18	Evaluation of the performance of the highest governance body	Governance; pg. 14–15 About this Report; pg. 81 2025 Proxy Statement	
2-19	Remuneration policies	2025 Proxy Statement	
2-20	Process to determine remuneration	Compensation Committee Charter 2025 Proxy Statement	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
Governance			
2-22	Statement on sustainable development strategy	A Letter from Our Chairman & CEO; pg. 4 A Message from Our Lead Independent Director; pg. 5	
2-23	Policy commitments	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7 Human Rights; pg. 16 Laws and Regulations Compliance; pg. 17–18 Open Door Culture and Investigations; pg. 19 Intellectual Property (IP); pg. 19 Political Contributions and Lobbying Activities; pg. 20 Product Quality and Safety: Quality Management System; pg. 21 Data Privacy and Protection; pg. 26 Human Rights Policy Statement Ethics & Compliance 2025 Proxy Statement Direct Response: Pfizer may apply the precautionary principle in order to manage and report on risks and impacts.	
2-24	Embedding policy commitments	Laws and Regulations Compliance; pg. 17–18 Open Door Culture and Investigations; pg. 19 Product Quality and Safety: Quality Management System; pg. 21 Intellectual Property (IP); pg. 19 Data Privacy and Protection; pg. 26 Human Rights; pg. 16 Political Contributions and Lobbying Activities; pg. 20 Colleague Health & Safety; pg. 50 2025 Proxy Statement Commitment to Quality Training & Communications	
2-25	Processes to remediate negative impacts	Our Stakeholders; pg. 8 Open Door Culture and Investigations; pg. 19 Climate Change; pg. 30–33 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024 Human Rights Policy Statement	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-26	Mechanisms for seeking advice and raising concerns	Open Door Culture and Investigations; pg. 19 Ethics & Compliance	
2-27	Compliance with laws and regulations	Laws and Regulations Compliance; pg. 17–18 Product Quality and Safety; pg. 21–25 Direct Response—Omission Statement: Pfizer does not publicly disclose the number, nature, or monetary value of fines imposed for significant instances of non-compliance. Pfizer considers the data confidential and thus cites 'confidentiality constraints' as our reason for omission. Reason for Omission: Confidentiality Constraints	
2-28	Membership associations	Political Contributions and Lobbying Activities; pg. 20 Political Partnership	
2-29	Approach to stakeholder engagement	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7 Our Stakeholders; pg. 8	
2-30	Collective bargaining agreements	Laws and Regulations Compliance; pg. 17–18 Culture and Environment; pg. 46	
GRI 3: Material Topics			
3-1	Process to determine material topics	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7 About This Report; pg. 81 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
3-2	List of material topics	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7	
3-3	Management of material topics	Our Approach to Responsible Business Growth: Connected to Our Purpose and Strategy; pg. 7	

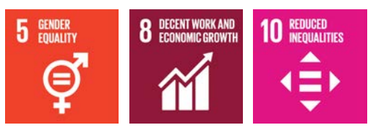
GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
GRI 200: Economic Disclosure			
Economic Performance			
3-3	Management of material topics	2024 Annual Review	
201-1	Direct economic value generated and distributed	2024 Annual Review Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
Indirect Economic Impacts			
3-3	Management of material topics	Innovation and Global Health; pg. 39–41 Ethics & Compliance	
203-1	Infrastructure investments and services supported	Patient-Centric Product Innovation; pg. 40–41 Equitable Access and Pricing; pg. 42–45 Ethics & Compliance	
203-2	Significant indirect economic impacts	Antimicrobial Resistance (AMR); pg. 41 Equitable Access and Pricing; pg. 42–45	
Anti-Corruption			
3-3	Management of material topics	Business Ethics; pg. 16–20 Anti-Bribery and Anti-Corruption	
205-1	Operations assessed for risks related to corruption	Laws and Regulations Compliance; pg. 17–18 Product Quality and Safety; pg. 21–25 Anti-Bribery and Anti-Corruption Direct Response—Omission Statement (Confidentiality Constraint): Pfizer does not publicly disclose critical concerns communicated during the reporting period. Pfizer considers the data confidential and thus cites ‘confidentiality constraints’ as our reason for omission.	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
205-2	Communication and training about anti-corruption policies and procedures	Laws and Regulations Compliance; pg. 17–18 Political Contributions and Lobbying Activities; pg. 20 Anti-Bribery and Anti-Corruption Blue Book: Pfizer's Code of Conduct	
Tax			
3-3	Management of material topics	Laws and Regulations Compliance; pg. 17–18 Political Contributions and Lobbying Activities; pg. 20 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
207-1	Approach to Tax	Laws and Regulations Compliance; pg. 17–18 Political Contributions and Lobbying Activities; pg. 20 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
207-1	Tax governance, control, and risk management	Laws and Regulations Compliance; pg. 17–18 Open Door Culture and Investigations; pg. 19 Political Contributions and Lobbying Activities; pg. 20 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
207-3	Stakeholder engagement and management of concerns related to tax	Our Stakeholders; pg. 8 Laws and Regulations Compliance; pg. 17–18 Political Contributions and Lobbying Activities; pg. 20 Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	
207-4	Country-by-country reporting	Pfizer Annual Report on Form 10-K for the year ended December 31, 2024	

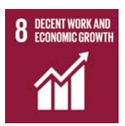
GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
GRI 300: Environmental Disclosures			
Energy			
3-3	Management of material topics	Climate Change; pg. 30–33	
302-1	Energy consumption within the organization	Responsible Business Performance Data: Planet; pg. 53–54 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
302-3	Energy intensity	Responsible Business Performance Data: Planet; pg. 53–54 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
302-4	Reduction of energy consumption	Responsible Business Performance Data: Planet; pg. 53–54 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
Water			
3-3	Management of material topics	Climate Change; pg. 30–33 Sustainable Medicines; pg. 34–36	
303-2	Water withdrawal	Climate Change; pg. 30–33 Sustainable Medicines; pg. 34–36 Reducing GHG Emissions from Our Operations; pg. 31 Pharmaceuticals in the Environment and Antimicrobial Resistance; pg. 36 Water Stress; pg. 36 Responsible Business Performance Data: Planet; pg. 53–54 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	

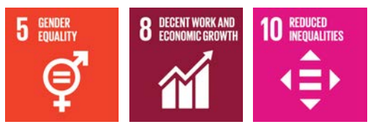
GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
303-4	Water discharge	Reducing GHG Emissions from Our Operations; pg. 31 Pharmaceuticals in the Environment and Antimicrobial Resistance; pg. 36 Responsible Business Performance Data: Planet; pg. 53–54 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
Emissions			
3-3	Management of material topics	Climate Change; pg. 30–33 Responsible Business Performance Data: Planet; pg. 53–54	
305-1	Direct (Scope 1) GHG emissions	Climate Change; pg. 30–33 Responsible Business Performance Data: Planet; pg. 53–54 Direct Response: Pfizer discloses Scope 1 & 2 GHG combined, please see additional details in our EHS KPI webpage.	
305-2	Energy indirect (Scope 2) GHG emissions	Climate Change; pg. 30–33 Responsible Business Performance Data: Planet; pg. 53–54 Direct Response: Pfizer discloses Scope 1 & 2 GHG combined, please see additional details in our EHS KPI webpage.	
305-3	Other indirect (Scope 3) GHG emissions	EHS KPI webpage Responsible Business Performance Data: Planet; pg. 53–54 Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
305-5	Reduction of GHG emissions	Climate Change; pg. 30–33 Reducing GHG Emissions From Our Operations; pg. 31 Responsible Business Performance Data: Planet; pg. 53–54	

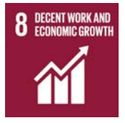
GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
305-6	Emissions of ozone-depleting substances (ODS)	EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
305-7	Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
Waste			
3-3	Management of material topics	Sustainable Medicines; pg. 34–36	
306-1	Waste generation and significant waste-related impacts	Sustainable Medicines; pg. 34–36	
306-2	Management of significant waste-related impacts	Sustainable Medicines; pg. 34–36	
306-3	Waste generated	Responsible Business Performance Data: Planet; pg. 53–54 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
306-4	Waste diverted from disposal	Responsible Business Performance Data: Planet; pg. 53–54 Waste; pg. 35 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
306-5	Waste directed to disposal	Responsible Business Performance Data: Planet; pg. 53–54 Waste; pg. 35 EHS KPI webpage Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
Supplier environmental assessment			
3-3	Management of material topics	Responsible Supply Chain; pg. 25	
308-1	New suppliers that were screened using environmental criteria	Responsible Supply Chain; pg. 25 EHS KPI webpage Direct Response: All (100%) new Pfizer suppliers are screened for negative environmental impacts, in accordance with our Supplier Conduct Principles. Direct Response: Pfizer's latest environmental KPI data are available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
GRI 400: Social Disclosures			
Employment			
3-3	Management of material topics	Our Colleagues and Communities; pg. 46–50	
401-1	New employee hires and employee turnover	Responsible Business Performance Data: People; pg. 55–61	
Occupational Health and Safety			
3-3	Management of material topics	Our Colleagues and Communities; pg. 46–50 Product Quality and Safety; pg. 21–25 EHS Governance EHS Policy Statement Prioritizing Health & Safety	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
403-1	Occupational health and safety management system	Colleague Health & Safety; pg. 50 Product Quality and Safety; pg. 21–25 Responsible Business Performance Data: People; pg. 55–61 EHS Management Systems Direct Response: To facilitate consistent reporting practices, Pfizer applies the U.S. Occupational Safety and Health Administration Recordkeeping Requirements as its global reporting standard.	
403-2	Hazard identification, risk assessment, and incident investigation	Laws and Regulations Compliance; pg. 17–18 Product Quality and Safety; pg. 21–25 Colleague Health & Safety; pg. 50 EHS Governance EHS Policy Statement	
403-3	Occupational health services	Colleague Health & Safety; pg. 50	 
403-4	Worker participation, consultation, and communication on occupational health and safety	Our Stakeholders; pg. 8 Product Quality and Safety; pg. 21–25 Colleague Health & Safety; pg. 50	 

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
403-5	Worker training on occupational health and safety	Laws and Regulations Compliance; pg. 17–18 Product Quality and Safety; pg. 21–25 Colleague Health & Safety; pg. 50 Blue Book: Pfizer's Code of Conduct EHS Governance Prioritizing Health & Safety	
403-6	Promotion of worker health	Prioritizing Wellness; pg. 50 Prioritizing Health & Safety	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Product Quality and Safety; pg. 21–25 Prioritizing Health & Safety	
403-9	Work-related injuries	Responsible Business Performance Data: People; pg. 55–61 EHS KPI webpage Direct Response: Pfizer's latest work-related injury KPI data is available on our EHS KPI webpage and will be available for fiscal 2024 by the end of Q2 2025.	
Training and Education			
3-3	Management of material topics	Our Colleagues and Communities; pg. 46–50	
404-2	Programs for upgrading employee skills and transition assistance programs	Culture and Environment; pg. 46 Growth and Development; pg. 47	
Diversity and Equal Opportunity			
3-3	Management of material topics	Board Composition and Independence; pg. 15 Our Colleagues and Communities; pg. 46–50	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
405-1	Diversity of governance bodies and employees	Board Composition and Independence; pg. 15 Responsible Business Performance Data: People; pg. 55–61	
405-2	Ratio of basic salary and remuneration of women to men	Responsible Business Performance Data; pg. 58 Pay Equity; pg. 49	
Child Labor			
3-3	Management of material topics	Human Rights; pg. 16	
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights; pg. 16 Human Rights Policy Statement Modern Slavery Statement Supplier Conduct Principles	
Forced or Compulsory Labor			
3-3	Management of material topics	Human Rights; pg. 16	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights; pg. 16 Human Rights Policy Statement Modern Slavery Statement Supplier Conduct Principles	
Human Rights Assessment			
3-3	Management of material topics	Human Rights; pg. 16 Human Rights Policy Statement Modern Slavery Statement Supplier Conduct Principle	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights; pg. 16 Responsible Supply Chain; pg. 25 Human Rights Policy Statement Modern Slavery Statement Supplier Conduct Principles	
412-2	Employee training on human rights policies or procedures	Laws & Regulations Compliance; pg. 17–18 Human Rights Policy Statement Modern Slavery Statement Blue Book: Pfizer's Code of Conduct	
Local Communities			
3-3	Management of material topics	Clinical Trials; pg. 24 Equitable Access and Pricing; pg. 42–45 Innovation and Global Health; pg. 39–41	
413-1	Operations with local community engagement, impact assessments, and development programs	Clinical Trials; pg. 24 Equitable Access and Pricing; pg. 42–45 Innovation and Global Health; pg. 39–41	
Supplier Social Assessment			
3-3	Management of material topics		
414-1	New suppliers that were screened using social criteria	Responsible Supply Chain; pg. 25	
Public Policy			
3-3	Management of material topics	Political Contributions and Lobbying Activities; pg. 20 Ethical Decision-Making & Transparency; pg. 16 Political Partnership State Lobbying Activities	

GRI Indicator	Description	Reference	United Nations (UN) Sustainable Development Goals (SDGs)
415-1	Political contributions	Political Contributions and Lobbying Activities; pg. 20 Ethical Decision-Making & Transparency; pg. 16 Political Partnership State Lobbying Activities	
Customer Health and Safety			
3-3	Management of material topics	Product Quality and Safety; pg. 21–25	
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety; pg. 21–25	

SASB Index

Pfizer has chosen to use the voluntary Sustainability Accounting Standards Board (SASB) framework for our industry—biotechnology and pharmaceuticals—as well as the professional and communication services and healthcare drug retailer sectors for human capital metrics that fit our priority issues.

We are continually improving our data collection and coordination across Pfizer's operations in support of our commitment to strengthen our reporting processes and disclosures in the coming years.

SASB Code	Metric Description	Disclosure Location
Safety of Clinical Trial Participants		
HC-BP-210a.1	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	pg. 21; 24: Quality Management System, Clinical Trials
HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	pg. 23: Continuous Improvement (CI)
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	Pfizer is not reporting against this metric at this time.
Access to Medicines		
HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	pg. 10: Transforming Breast Cancer Care in Rwanda pg. 39–41: Innovation and Global Health pg. 40–41: Patient-Centric Product Innovation pg. 42–45: Equitable Access and Pricing
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	WHO Prequalified Lists—Medicines WHO Prequalified Vaccines Direct Response: To see the products pre-qualified, perform a database search per manufacturer name.
Affordability & Pricing		
HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	Pfizer is not reporting against this metric at this time.
HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	pg. 57: Responsible Business Performance Data: People
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	Pfizer is not reporting against this metric at this time.

SASB Code	Metric Description	Disclosure Location
Drug Safety		
HC-BP-250a.1	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	MedWatch: The FDA Safety Information and Adverse Event Reporting Program FDA Adverse Event Reporting System (FAERS) Database
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	MedWatch: The FDA Safety Information and Adverse Event Reporting Program
HC-BP-250a.3	(1) Number of recalls issued, (2) total units recalled	pg. 23: Continuous Improvement (CI)
HC-BP-250a.4	Total amount of product accepted for take-back, reuse, or disposal	Pfizer is not reporting against this metric at this time.
HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	pg. 23: Continuous Improvement (CI)
Counterfeit Drugs		
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	pg. 24: Counterfeit Medicines
HC-BP-260a.2	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	pg. 24: Counterfeit Medicines
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, or filing of criminal charges related to counterfeit products	Pfizer is not reporting against this metric at this time.
Ethical Marketing		
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Pfizer is not reporting against this metric at this time.
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	pg. 17–18: Laws and Regulations Compliance Direct Response: Our Global Policy covers information on ethical marketing and off-label promotion. Furthermore, we disclose several policies and information that address ethical marketing and promotion of off-label use of products.
Employee Recruitment, Development, & Retention		
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development staff	pg. 46–50: Our Colleagues and Communities
HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	pg. 55–61: Responsible Business Performance Data: People

SASB Code	Metric Description	Disclosure Location
Supply Chain Management		
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit programme or equivalent third-party audit programmes for integrity of supply chain and ingredients	Pfizer is not reporting against this metric at this time.
Business Ethics		
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	Pfizer is not reporting against this metric at this time.
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	pg. 17–18: Laws and Regulations Compliance Blue Book: Pfizer's Code of Conduct Global Policy on Interactions with Healthcare Professionals
Activity Metrics		
HC-BP-000.A	Number of patients treated	pg. 42–45: Equitable Access and Pricing pg. 57: Responsible Business Performance Data: People
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	pg. 39–41: Innovation and Global Health pg. 55: Responsible Business Performance Data: People
Other Relevant Industry Standards (not currently reported under SASB, but included in report)		
Healthcare: Drug Retailers - Drug Supply Chain Integrity		
HC-DR-250a.1	Description of efforts to reduce the occurrence of compromised drugs within the supply chain	pg. 25: Responsible Supply Chain
Services: Professional & Commercial Services - Workforce Diversity & Engagement		
SV-PS-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	pg. 55–61: Responsible Business Performance Data: People
SV-PS-330a.3	Employee engagement as a percentage	pg. 55–61: Responsible Business Performance Data: People

About This Report

This Impact Report details Pfizer's performance on topics related to responsible business growth and contains non-financial disclosures covering the period of January 1, 2024, through December 31, 2024, unless otherwise stated. Our financial disclosures can be found in our 2024 Annual Report on Form 10-K and 2024 Annual Review.

This report covers all of Pfizer's global operations included within the 2024 financial statements, unless otherwise stated. Our 2020 priority assessment validated issues that traditionally have been viewed as meaningful to our business and our external stakeholders. In addition, we intend to continually evaluate our performance reporting and enhance our related data collection processes and controls.

Except as indicated on this page, the information in this report has not been audited, verified, or attested to by any third party. Certain environmental data presented in this report has received reasonable or limited assurance from ERM CVS. The terms "material" and "materiality" as used in context of this report and in our GRI Index are different from such terms as used in the context of filings with the U.S. Securities and Exchange Commission (SEC). Issues deemed material for the purposes of this report should not necessarily be considered material for SEC reporting purposes.

This report has been reviewed by our Chief Sustainability Officer, members of our Sustainability Steering Committee and the Governance Committee of our Board of Directors.

This report's content is grounded in our priority assessment and has been informed by several globally recognized external frameworks. These include the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and Task Force on Climate-Related Financial Disclosures (TCFD). We relied to some extent on each framework to develop this report while formally adhering to none in their entirety.

Pfizer also considers elements of other relevant indices and sustainability indicators—in particular, the Access to Medicine Index (ATMI) and the United Nations (UN) Sustainable Development Goals (also known as the Global Goals).

Third-Party Websites and Links

This Impact Report may contain references or links to other websites maintained by third parties over whom Pfizer has no control. Such links are provided merely as a convenience. Pfizer makes no warranties or representations of any kind as to the accuracy, currency, or completeness of any information contained in such third-party websites, including any third-party social media or mobile app platform. The information contained on our website, our Facebook, YouTube, and LinkedIn pages or our X (formerly known as Twitter) accounts is not incorporated by reference into this Impact Report. Inclusion of any third-party link in this Impact Report does not imply an endorsement or recommendation by Pfizer and a link to this Impact Report from another website does not imply a relationship between Pfizer and any third party. Your use of any such third-party site or platform is at your own risk and will be governed by such third party's terms and policies (including its privacy policy).

Forward-Looking Statements

This Impact Report includes forward-looking statements about, among other things, our performance on responsible business growth topics, our related strategy, targets, and goals, company strategies, product pipeline, in-line products and product candidates, growth potential and other statements about our business, operations and financial results, that are subject to substantial risks and uncertainties. We cannot guarantee that any forward-looking statement will be realized. Should known or unknown risks or uncertainties materialize or should underlying assumptions prove inaccurate, actual results could vary materially from past results and those anticipated, estimated, or projected. Please refer to Pfizer's Annual Report on Form 10-K for the year ended December 31, 2024, and Pfizer's subsequent reports on Form 10-Q, including the sections thereof captioned "Risk Factors" and "Forward-Looking Information and Factors That May Affect Future Results," as well as Pfizer's subsequent reports on Form 8-K for a description of the substantial risks and uncertainties related to the forward-looking statements included in this Impact Report. These reports are available on our website at www.pfizer.com and on the U.S. Securities and Exchange Commission's (SEC) website at www.sec.gov. The forward-looking statements in this Impact Report speak only as of the original date of this Impact Report, and we undertake no obligation to update or revise any of these statements, as the result of new information or future events or developments or otherwise.

Note on Non-Financial Reporting

Non-financial information is subject to measurement uncertainties resulting from limitations inherent in the nature of, and the methods used for determining, such data. Some of our disclosures in this report are estimates or based on assumptions due to the inherent measurement uncertainties. As an example, because of patient privacy laws, data constraints, and contractual obligations, we have used shipping data, financial performance, and third-party reports to determine patient counts in support of our KPI measuring the number of patients reached. Although we believe such estimates and assumptions are reasonable, actual results will vary. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

For questions or feedback, contact CSO.Office@pfizer.com.

Pfizer 2024 Impact Report

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