

Policy—Criteria for the Selection of a Compensation Committee Consultant

The Compensation Committee established the following criteria to be used when selecting or obtaining advice of a compensation consultant.

- **Degree of independence**
 - Financial independence—measured by dollar volume of other business conducted with Pfizer and the percentage that Pfizer’s business represents of the provider’s total business
 - Independent thinking—subjectively assessed by their known work as well as information gathered in screening interviews
 - Any other factors, as set forth in Pfizer’s Compensation Committee Charter, as it may be amended from time to time
- **Familiarity with the business environment**
 - Knowledge of the pharmaceutical industry and general industry comparator companies
 - Specific knowledge of Pfizer, its strategic objectives and its culture, its senior management and the Board of Directors
 - Broad knowledge of market trends, investor preferences, proxy advisor policies, compensation risk-management, and any applicable regulations
 - Knowledge of public and investor relations
- **Personal strengths and/or distinguishing characteristics including, but not limited to:**
 - Creative thinking
 - Strong sense of corporate governance
 - Special areas of expertise
 - Ability to establish rapport or dynamic presence with groups
- **References from current clients where the consultant acts in an advisory role similar to the role desired by the Pfizer Compensation Committee**
- **Potential issues**
 - Conflicts of interest with Board members, Committee members, or an executive officer of the Company
 - Degree of availability/accessibility