



Pfizer's Annual Meeting of Shareholders – April 28, 2022

Below are shareholder questions submitted after the Annual Meeting that were not addressed during the live meeting. We regret that we experienced some technical difficulties during the meeting which impacted our shareholders' ability to ask live questions. That was not our intention. We intended to allow shareholders the opportunity to engage with the Chairman via phone at the live meeting — as we did at our 2021 Annual Meeting of Shareholders — and to also submit questions in advance of the meeting using the Annual Meeting website. We reminded shareholders that they could still submit questions after the meeting using the Annual Meeting website. We sincerely apologize for any inconvenience. The information contained in this document is as of June 6, 2022.*

Diversity, Equity, Inclusion

Q1. While laudable to show that your board, management, and workforce have diverse representation (gender, ethnic makeup, etc.), how is having quotas and goals to meet a specific number better than ensuring that the best/most qualified person gets the job? Taking into account a person's age, gender, ethnic make-up as much as their qualifications cheapens their achievements as much as it can keep better/most-qualified people from being recognized for them. Shouldn't it be more appropriate to ensure that all be reviewed and judged on an even playing field and a better reflection of a quality company to have policies in place and enforced that espouse equitable treatment for all employees? As opposed to focusing on ratio of men/women, ethnic makeup, etc., better metrics would be centered on employee satisfaction and their perception of the company's treatment towards them?

A. At Pfizer, we believe that a workforce that represents the communities we serve and understands their needs contributes to better outcomes for all patients. We do not have recruitment, hiring or promotion quotas. To achieve a diverse workforce, Pfizer has broad recruitment channels to ensure that all qualified candidates, including those from underrepresented communities, can learn about employment opportunities. A diverse pool of talent is precisely what ensures that the most qualified candidates are selected. Similarly, we do not have any quotas regarding our Board of Directors. Our Directors bring a strong and unique set of perspectives, experiences and skills that create an effective and well-functioning board.

Q2. Will Pfizer conduct a racial equity audit?

A. Yes. During the 2022 Proxy Season, Pfizer received a shareholder proposal from the Service Employees International Union (SEIU) “urging the Board of Directors to oversee and publicly disclose a third-party racial equity audit analyzing Pfizer’s impacts on nonwhite stakeholders and communities of color.”

Following receipt of the proposal, Pfizer engaged with the SEIU to discuss further. Subsequently, we agreed to conduct a Racial Equity Audit, and committed to beginning the process during 2022, including selecting an auditor, developing the scope, and preparing for the audit. Pfizer plans to complete the audit in 2023 and publicly disclose results during the first quarter of 2024. As a result, the SEIU withdrew the proposal.

COVID-19 Vaccine & Treatments

Q3. Pfizer has been widely criticized for inequitable access to its COVID-19 vaccine, and now we are seeing similar challenges for Paxlovid. The company has faced recent negative media coverage for reportedly blocking clinical research that could enable the treatment to be more widely used in developing countries, arguing that the use of a compulsory license in a middle-income country would violate Pfizer’s human rights, and pressuring UNICEF to keep prices paid for lower-income countries secret. How does this conduct reconcile with Pfizer’s ESG commitment to “continually prioritizing integrity and transparency in [Pfizer’s] business”?

A. Pfizer is committed to working toward equitable access to our oral COVID-19 treatment, PAXLOVID™, for high-risk patients in need, aiming to deliver safe and effective antiviral therapeutics as soon as possible and at an affordable price.

Accordingly, we have entered into agreements with multiple countries to supply pre-specified courses of PAXLOVID™ and have initiated bilateral outreach to approximately 100 countries worldwide. We have also signed a voluntary non-exclusive license agreement with the Medicines Patent Pool (MPP) to share IP related to our oral COVID-19 treatment to enable 36 generic manufacturers to manufacture and supply generic versions of this treatment to 95 low- and middle-income countries, covering up to approximately 53% of the world’s population. In addition, in March 2022, Pfizer entered into an agreement with UNICEF to supply up to 4 million treatment courses of PAXLOVID™ to 95 low- and middle-income countries, pending authorization or approval. It is important to note that the MPP and UNICEF agreements are intended to reach the most vulnerable parts of the world. As such, the agreements include all low- and lower-middle-income countries and some upper-middle-income countries in Sub-Saharan Africa and countries that have transitioned from lower-middle to upper-middle-income status in the past five years.

In addition, we are collaborating closely with the World Health Organization and its partners in the Therapeutics pillar of the Access to COVID-19 Tools Accelerator (ACT-A), sharing information about our treatment, pricing strategy and supply projections. During April 2022, Pfizer communicated to ACT-A partners in the WHO, Global Fund, and UNICEF a series of measures to ensure broader access to PAXLOVID™ for lower and middle-income countries. Those include, but are not limited to, expanding the

countries eligible for PAXLOVID™ via the UNICEF and Global Fund agreements and sharing its not-for-profit price with global health partners.

In addition, on May 25, 2022, Pfizer launched 'An Accord for a Healthier World'. This groundbreaking initiative aims to provide all of Pfizer's patented, high-quality medicines and vaccines available in the U.S. or the European Union on a not-for-profit basis to 1.2 billion people in 45 lower-income countries. The Accord seeks to greatly reduce the health inequities that exist between many lower-income countries and the rest of the world. Please see Pfizer's [Press Release](#) for further information, which is available on Pfizer.com.

Q4. Greetings Pfizer Family, I respectfully request that Pfizer expand its safety and health policies to stop making any abortifacients like Misoprostol, stop doing embryonic stem cell research, stop making and selling dangerous Covid 19 vaccines which in one quarter in Pfizer report killed about 1,223 and injured 42,000 people, stop advocating the LGBTQ agenda, get out of HRC Equity rating program. So please respect that all humans from preborn to elderly are made in the image of God and deserve to be respected and live without abortions, experiments, dangerous vaccines. Please support pro family, pro traditional marriage between a man and a woman only. Also, I tried for 55 minutes to find the phone # to call in on this meeting on the Q & A box & called Pfizer with no answers and no # to call in on. Strange that none of shareholders were able to call in either. I tried over 10 times to input in Q & A box during meeting and it never opened up. Only after meeting closed adjourned was this box opened up! I went to the proxy page to find the # and it was not there. Were you trying to discourage any Q from us shareholders? By the way as a West Coast shareholder on Pacific time, I got on the Pfizer site at 0545 am this morning and trying to ask my Q and was refused by the Q box until 0705 after the meeting was over. Please try to have meeting later in the day for Pacific time shareholders. Please put on front of Pfizer web site all the injuries and deaths caused by Pfizer products including vaccines, and abortions products. Please respond to these serious issues, Respectfully, Peter Kaiser

A. As the world's leading biopharmaceutical company, Pfizer is committed to bringing innovative new therapies to meet significant unmet medical needs for patients around the world. Our goal is to maintain our competitive edge with our science while considering the moral and ethical concerns of the company's shareholders, our colleagues, and not least, the patients whose hopes for new medicines depend on the work we do.

Regarding COVID-19 vaccine safety, from day one, we have worked relentlessly to leverage our decades of experience and expertise in development, testing, manufacturing, and distribution, along with our partnerships, to provide a safe and effective vaccine for all. As of May 22, 2022, globally we have delivered more than 3.5 billion vaccines to 179 countries and territories in every region of the world.

In addition, we take adverse events that are potentially associated with our COVID-19 vaccine very seriously. We closely monitor all such events and collect relevant information to share with global regulatory authorities. Based on ongoing safety reviews performed by Pfizer, BioNTech and health authorities, our COVID-19 vaccine retains a positive benefit-risk profile for the prevention of COVID-19 infections.

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With respect to diversity, equity, and inclusion. Equity is a core value at Pfizer where every person deserves to be seen, heard, and cared for. Pfizer has a long and proud history of creating a diverse and inclusive culture for all colleagues around the world. Pfizer was the first pharmaceutical company to achieve a perfect 100 score on the Corporate Equality Index, the annual ranking published by the Human Rights Campaign Foundation that evaluates U.S.-based businesses on their treatment of LGBT consumers, employees, and investors. We take pride in the fact that Pfizer has maintained a 100 score every year since 2004.

Q5. There were no questions during the meeting because there was no ability given to ask a question. I wanted to ask if vaccines were being formulated for the specific predominant variants of Covid. Will they be given as boosters? And can the vaccines be like the flu vaccines, changed yearly and lasting for a year?

A. With respect to vaccine development for the COVID-19 variants, we continue to evaluate potential next-generation COVID vaccines, including variant vaccines, designed to provide broad coverage for the fall, and we look forward to evaluating and sharing these data in the coming months. A decision as to whether a variant vaccine will be needed has not yet been made. We will coordinate our decision with global public health bodies and regulatory agencies. Steps are being taken to help ensure we are prepared, if required.

Partnerships/Vendors

Q6. The World Economic Forum (WEF) lists Pfizer as a partner, but Pfizer doesn't disclose this spending to its shareholders. WEF openly advocates for transhumanism, and indicates how medical devices – which Pfizer and its partners produce – are instrumental to “redefining what it means to be human.” At one WEF conference, Mr. Bourla – who is a WEF “agenda contributor” – discussed the development of an “electronic pill” that can send signals from the patient’s stomach. Mr. Bourla said of this technology: “[i]magine the implications of that – the compliance.”

Why is Pfizer willing to financially support WEF and contribute to its transhumanist agenda, but unwilling to be forthright about it to shareholders?

A. We have been members of the World Economic Forum for more than five years and believe the forum offers two primary benefits: (1) important insights on global trends that have implications for our business, and (2) the opportunity to engage with a broad range of stakeholders across the health ecosystem.

Payments to the World Economic Forum are considered business expenses and, accordingly, are not disclosed.

Q7. Was it a decision made by a Pfizer employee to not disclose the cost of hosting the annual meeting through Computershare or was it a contractual obligation? The Computershare system leaves much to be desired.

A. We appreciate your feedback concerning the Annual Meeting website portal, which was hosted by Computershare. However, we do not disclose details of our contracts with our vendors, which are considered confidential.

**Disclosure Notice: The information contained in this document is as of June 6, 2022. Pfizer assumes no obligation to update forward-looking statements contained in this document as the result of new information or future events or developments.*

This document contains forward-looking information about, among other things, Pfizer's strategy, business plans and prospects; Pfizer's Environmental, Social and Governance (ESG) strategy and goals; expectations for Pfizer's product pipeline, in-line products and product candidates; manufacturing and product supply; Pfizer's efforts to respond to COVID-19, including the Pfizer-BioNTech COVID-19 vaccine (Comirnaty) and Pfizer's oral COVID-19 treatment (Paxlovid); and Pfizer's plans regarding its ownership interest in Haleon, that involves substantial risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. Risks and uncertainties include, among other things, the uncertainties inherent in research and development, including the ability to meet anticipated clinical endpoints, commencement and/or completion dates for our clinical trials, regulatory submission dates, regulatory approval dates and/or launch dates, as well as the possibility of unfavorable new clinical data and further analyses of existing clinical data; risks associated with interim and preliminary data; the risk that clinical trial data are subject to differing interpretations and assessments by regulatory authorities; whether regulatory authorities will be satisfied with the design of and results from our clinical studies; whether and when any drug applications, biologics license applications and/or emergency use authorization applications may be filed in any jurisdictions for any potential indication for Pfizer's product candidates; whether and when any such applications that may be filed for any of Pfizer's product candidates may be approved by regulatory authorities, which will depend on myriad factors, including making a determination as to whether the product's benefits outweigh its known risks and determination of the product's efficacy and, if approved, whether any such product candidates will be commercially successful; decisions by regulatory authorities impacting labeling, manufacturing processes, safety and/or other matters that could affect the availability or commercial potential of Pfizer's product candidates, including development of products or therapies by other companies; manufacturing capabilities or capacity; uncertainties regarding the ability to obtain recommendations from vaccine or treatment advisory or technical committees and other public health authorities and uncertainties regarding the commercial impact of any such recommendations; the uncertainties inherent in business and financial planning, including, without limitation, risks related to Pfizer's business and prospects, adverse developments in Pfizer's markets, or adverse developments in the U.S. or global capital markets, credit markets, regulatory environment or economies generally; uncertainties regarding the impact of COVID-19 on Pfizer's business, operations and financial results; and competitive developments.

A further description of risks and uncertainties can be found in Pfizer's Annual Report on Form 10-K for the fiscal year ended December 31, 2021 and in its subsequent reports on Form 10-Q, including in the sections thereof captioned "Risk Factors" and "Forward-Looking Information and Factors That May

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Affect Future Results”, as well as in its subsequent reports on Form 8-K, all of which are filed with the U.S. Securities and Exchange Commission and available at www.sec.gov and www.pfizer.com.