Compensation Tables

SUMMARY COMPENSATION TABLE

Name and Principal Position	Year	Salary ($)	Bonus ($)	Stock Awards ($)(1)	Option Awards ($)(2)	Non-Equity Incentive Plan Compensation ($)(3)	Change In Pension Value and Non-Qualified Deferred Compensation Earnings ($)(4)	All Other Compensation ($)(5)	Total ($)
A. Bourla	2025	1,800,000	—	9,442,705	8,998,141	5,400,000	4,014	1,940,441	27,585,301
Chairman and Chief Executive Officer	2024	1,800,000	—	4,838,694	9,993,969	7,020,000	—	996,064	24,648,727
	2023	1,787,500	—	8,745,187	8,761,683	0	8,440	2,259,254	21,562,064
D. Denton	2025	1,388,964	—	2,367,893	2,499,485	2,800,000	—	613,840	9,670,182
Chief Financial Officer, EVP	2024	1,346,925	—	1,130,214	2,447,055	2,963,400	—	236,948	8,124,542
	2023	1,296,875	—	1,341,079	2,190,418	0	—	451,164	5,279,536
C. Boshoff	2025	1,400,000	—	1,808,655	2,999,378	3,150,000	—	648,006	10,006,039
Chief Scientific Officer and President, Research & Development(6)	2024	1,200,000	—	896,297	2,249,857	2,880,000	—	627,830	7,853,984
A. Malik	2025	1,386,817	—	2,281,630	2,249,535	2,900,000	—	611,245	9,429,227
Chief U.S. Commercial Officer, EVP	2024	1,344,825	—	1,127,148	2,475,933	3,093,200	—	253,164	8,294,270
	2023	1,294,800	—	1,336,257	2,190,418	0	—	599,259	5,420,734
D. Lankler	2025	1,411,787	—	1,976,390	2,249,535	2,675,000	257,976	535,588	9,106,276
Chief Legal Officer, EVP(7)	2024	1,244,588	—	913,346	1,935,758	2,464,400	11,244	244,779	6,814,115
	2023	1,198,313	—	1,817,208	1,703,661	0	196,724	561,892	5,477,798

(1) **Stock Awards.** Represents for each year, one-third of the PSAs granted and which include that year in its performance period. Typically, in accordance with ASC Topic 718, these amounts include one-third of the award as each of the three annual goals is set. The PSA values shown for 2025 (for all NEOs excluding Dr. Boshoff) represent one-third of the value of the PSAs granted in 2022, 2023, 2024 and 2025, as 2025 was the first year of the performance period for the 2025 grant and modified 2023 grant (due to the LTI award modification, the 2023 award will have goals set in each of 2025, 2026 and 2027); and second year of the performance period for the 2024 grant and modified 2022 grant (due to the LTI award modification, the 2022 award will have goals set in each of 2024, 2025 and 2026). See "Long-Term Incentive Award Modification" in the 2025 Proxy Statement.

For Dr. Boshoff, the value shown includes one-third of the Portfolio Performance Shares (PPSs) granted to him, prior to him joining the ELT, which included 2025 as a performance period and had the goal set in 2025. PPSs are performance shares granted to employees working to advance Pfizer's product pipeline and align payouts to the progress on our pipeline measured by three metrics which are the same metrics used for the pipeline modifier for the GPP. Dr. Boshoff's stock award amount represents the PPSs and PSAs based on the year in which performance goals are set, which includes: one-third of the 2023 PPSs and one-third of the 2024 and 2025 PSAs. As an ELT member, he no longer receives PPS awards.

The maximum potential values of the PSAs at the grant date, March 4, 2025, (using closing stock price of $25.75) based on the units included here (one-third of the grants in 2022, 2023, 2024 and 2025 (as applicable)), would be as follows (subject to rounding): Dr. Bourla—$18,885,410; Mr. Denton—$4,735,786; Dr. Boshoff—$3,617,310 (including PPSs); Mr. Malik—$4,563,260; and Mr. Lankler—$3,952,780. The performance award grant date fair values have been determined using Pfizer's closing stock price on the respective grant date.

However, the Committee considered the full value of the annual LTI award (without regard to when performance goals are set) when making the grant, and the below amounts represent the full 2025 grant date fair values (per share/unit) using the closing stock price on March 4, 2025, of $25.75 for the PSAs, and for the 5-Year TSRUs, the Monte Carlo values of $6.05, as discussed below:

	A. Bourla	D. Denton	C. Boshoff	A. Malik	D. Lankler
A. PSAs at Target ($)	9,000,011	2,499,990	3,000,004	2,250,009	2,250,009
B. TSRUs ($)	8,998,141	2,499,485	2,999,378	2,249,535	2,249,535
C. 2025 LTI Award (Full Grant Date Fair Value) ($) (A + B) (Subject to Rounding)	17,998,152	4,999,475	5,999,382	4,499,544	4,499,544

(2) **Option Awards.** Represents the aggregate grant date fair values of the TSRUs in accordance with GAAP. The grant date fair values have been determined in accordance with ASC Topic 718 using the Monte Carlo Simulation model, based on the assumptions and methodologies described in our 2025 Annual Report on Form 10-K (Note 13. Share-Based Payments). The March 4, 2025 5-Year TSRUs' Monte Carlo value was $6.05.

(3) **Non-Equity Incentive Plan Compensation.** Represents annual incentive awards, earned under the GPP for the performance year noted and paid to the NEO early in the following year.