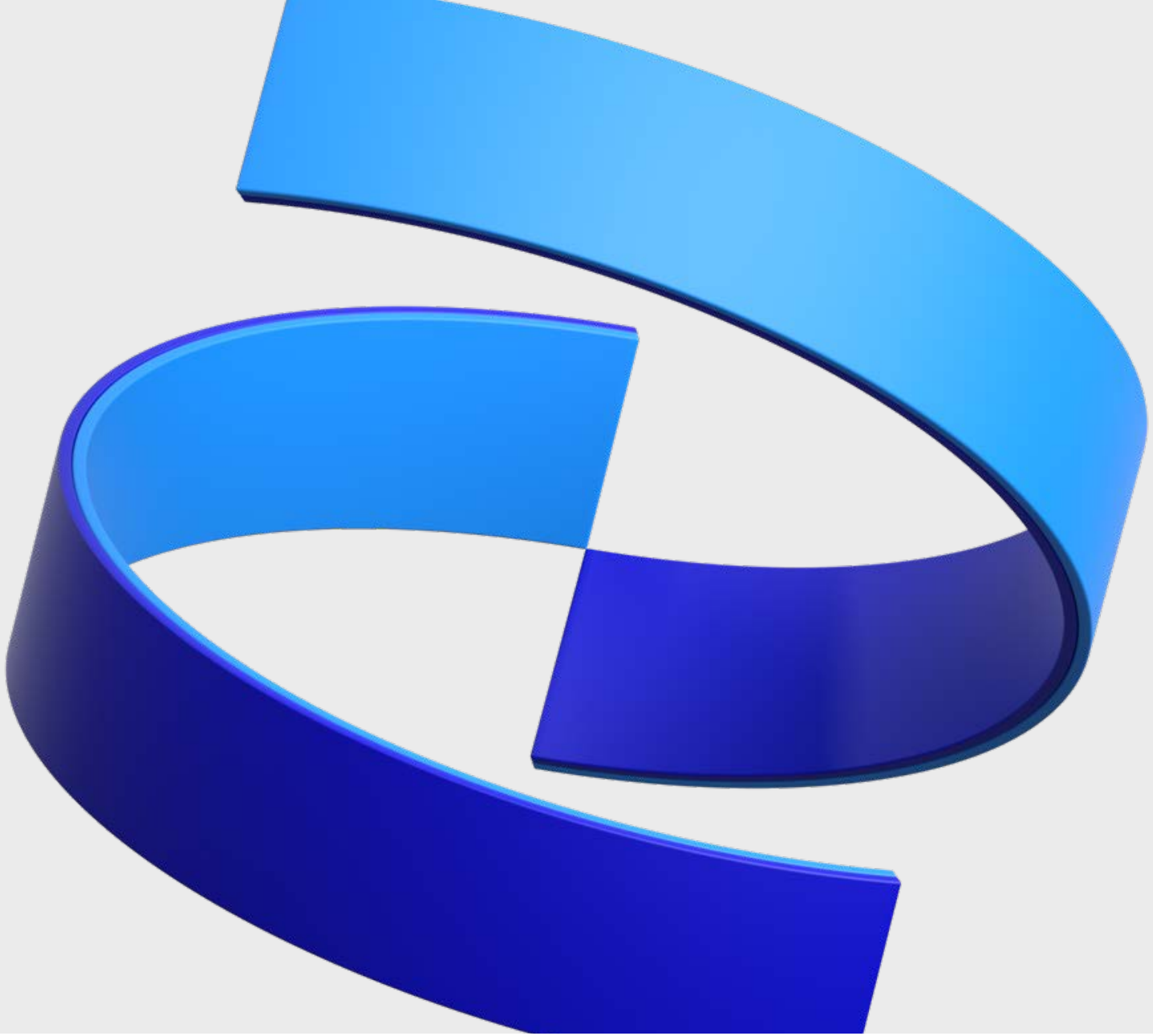
43rd Annual TD Cowen Health Care Conference

March 7, 2023



Pfizer

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Forward-Looking Statements

- Our discussions during this presentation will include forward-looking statements that are subject to substantial risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. We may include forward-looking statements about, among other topics, our anticipated operating and financial performance; reorganizations; business plans, strategy and prospects; expectations for our product pipeline, in-line products and product candidates, including anticipated regulatory submissions, data read-outs, study starts, approvals, launches, clinical trial results and other developing data, revenue contribution and projections, potential pricing and reimbursement, potential market dynamics and size, growth, performance, timing of exclusivity and potential benefits; strategic reviews, capital allocation objectives, dividends and share repurchases; plans for and prospects of our acquisitions, dispositions and other business development activities; and our ability to successfully capitalize on these opportunities; manufacturing and product supply; our efforts to respond to COVID-19, including the Pfizer-BioNTech COVID-19 Vaccine (Comirnaty), the Pfizer-BioNTech COVID-19 Omicron BA.4/BA.5-adapted bivalent Vaccine (the Pfizer-BioNTech COVID-19 bivalent vaccine), other vaccines that may result from the BNT162 program, and our oral COVID-19 treatment (Paxlovid); and our expectations regarding the impact of COVID-19 on our business, operations and financial results. Among other things, statements regarding revenue and earnings per share growth; anticipated operating and financial performance; the development or commercial potential of our product pipeline, in-line products, product candidates and additional indications or combinations, including expected clinical trial protocols, the timing of the initiation and progress of clinical trials and data read-outs from trials; the timing for the submission of applications for and receipt of regulatory approvals; the timing of product launches; expected profile and labeling; potential revenue; and expected breakthrough, best or first-in-class or blockbuster status or expected market entry of our medicines or vaccines; the regulatory landscape; and the competitive landscape are forward-looking and are estimates that are subject to change and subject to, among other risks, assumptions and uncertainties, clinical trial, regulatory and commercial success, availability of supply and competitive and market dynamics. These statements are subject to risks, uncertainties and other factors that may cause actual results to differ materially from past results, future plans and projected future results. Additional information regarding these and other factors can be found in Pfizer's Annual Report on Form 10-K for the fiscal year ended December 31, 2022 and its subsequent reports on Form 10-Q, including in the sections thereof captioned "Risk Factors" and "Forward-Looking Information and Factors That May Affect Future Results", as well as in our 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. Potential risks and uncertainties also include global economic and/or geopolitical instability, foreign exchange rate fluctuations and inflationary pressures and the impact of COVID-19 on our sales and operations, including impacts on employees, manufacturing, supply chain, marketing, research and development and clinical trials. The forward-looking statements in this presentation speak only as of the original date of this presentation and we undertake no obligation to update or revise any of these statements.
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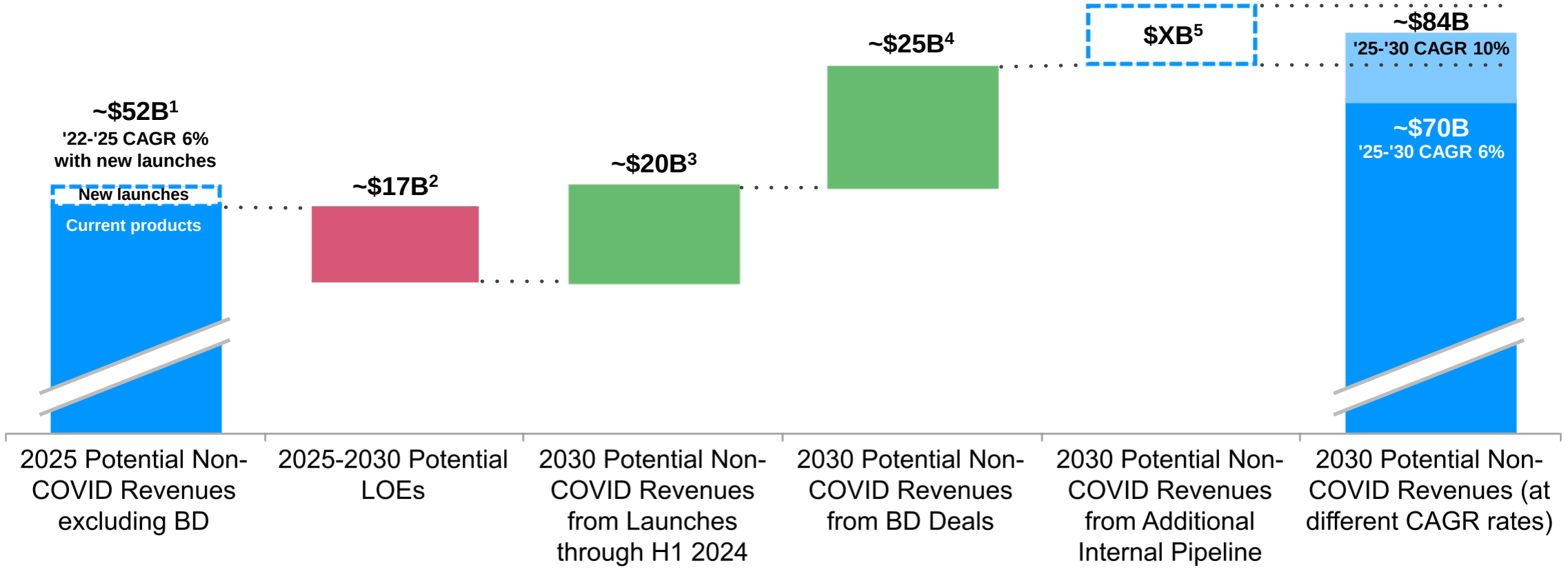
Anticipated Long-Term Growth Excluding COVID-19 Products

*Illustrative**



*For illustrative purposes only and not intended to be at scale. All values at constant exchange rates.

[1] Assumes actual 2022 non-COVID revenues ($43.6B) and 2022-2025 CAGR of 6%. Excludes 2022-2025 BD.

[2] Internal expected negative LOE impact from products with a 2021 total revenue base of $18B as shown on slide 5 in Appendix.

[3] Internal 2030 risk-adjusted revenue expectations for NME and new indications launches, excluding COVID-19 vaccine BA.4/BA.5 variant, as shown in NME Launches and New Indications sections of slide 6 in Appendix.

[4] Risk-adjusted 2030 revenue goal from BD deals.

[5] Potential 2030 risk-adjusted revenues for new product launches as shown on slide 7 in Appendix.

Note: Preliminary, subject to change, and subject to, among other risks, assumptions and uncertainties, clinical trial, regulatory and commercial success and availability of supply. LOE=Loss of Exclusivity; NME=New Molecular Entity; BD=Business Development

Appendix

Key Products Included in the Expected ~$17 Billion in LOE Revenue Declines from 2025-2030

Product	2021 WW Revenues *($ millions)*	2021 U.S. Revenues *($ millions)*	2021 Dev. EU Revenues *($ millions)*	Year of Expected U.S. LOE	Year of Expected EU LOE
Eliquis[1]	$5,970	$3,160	$1,520	2026*	2026
Inlyta	$1,002	$599	$181	2025	2025
Ibrance	$5,437	$3,418	$1,044	2027	2028
Xeljanz	$2,455	$1,647	$308	2025	2028
Xtandi[2]	$1,185	$1,185	N/A	2027	N/A
Vyndaqel family[3]	$2,015	$909	$572	2024 (2028 pending PTE)	2026

* Date is based on the composition of matter patent. See Pfizer's 2022 Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission for more information about potential scenarios that could affect the timing of generic entry in the U.S.

[1] Eliquis alliance revenues & direct sales.

[2] Xtandi alliance revenues.

[3] Vyndaqel family includes global revenues from Vyndaqel, as well as revenues for Vyndamax in the U.S. and Vynmac in Japan.

PTE=Patent Term Extension LOE=Loss of Exclusivity

New Launches / Co-promotions and Potential Product Launches[1]

~$20B Potential Revenue
expected for NME and new indications by 2030[2]

~$25B Potential Revenue
expected from new BD deals by 2030[3]

Vaccines **Inflammation/Immunology** **Oncology** **Rare Disease** **Internal Medicine**

New Molecular Entity (NME) Launches

2022 **Ngenla** (Ex-US) Growth Hormone Deficiency	2023 **Ritlecitinib** Alopecia Areata	2023 **Elranatamab** Triple Class Relapsed or Refractory Multiple Myeloma	1H 2023* **RSV Adults (60+) Vaccine** Prevention of RSV-associated LRTI in adults >60 yrs	2H 2023* **RSV Maternal Vaccine** Prevention of RSV-associated LRTI in infants via maternal immunization	2H 2023* **Pentavalent Meningococcal Vaccine** Prevention of meningococcal infection by serogroups ABCWY	2023 **Abrilada** Adalimumab Biosimilar	2024* **mRNA Flu Vaccine** Influenza

New Indications

Aug 2022 Pfizer co-promote **Myfembree** Endometriosis	Sep 2022 **COVID-19 vaccine BA.4/BA.5 variant** COVID-19	2023 **Cibinqo** Moderate to severe Atopic Dermatitis Adolescent	2023 **Braktovi/Mektovi** Non-Small Cell Lung Cancer (PHAROS)
2023 **Talzenna + Xtandi** (Talazoparib + Enzalutamide) Metastatic castration resistant prostate cancer (TALAPRO2)	2023 **Xtandi** Non-Metastatic Castration Sensitive Prostate Cancer (EMBARK)	1H 2023* **Prevnar 20 Peds** Prevention of invasive pneumococcal disease, otitis media - Pediatric	

Recently Announced Business Development (BD) Deals[4]

Aug 2022 Pfizer promotion[5] **Nurtec ODT/Vydura** Acute treatment of Migraine and prevention of episodic Migraine	2023 **Zavegepant (intranasal)** Acute treatment of Migraine
Oct 2022 with merger close **Oxbryta** Sickle cell disease	2H 2023 **Etrasimod** Moderate to severe Ulcerative Colitis

* Estimated FDA decision; subject to regulatory approval, ACIP and MMWR to follow.

Note: All dates are preliminary, subject to change, and subject to, among other risks, assumptions and uncertainties, clinical trial, regulatory and commercial success and availability of supply.1.Through H1 2024, we expect to have up to 19 new products or indications in the market – including the five for which we have already begun co-promotion or commercialization in 2022. 2. Internal 2030 risk-adjusted revenue expectations for NME and new indications launches, excluding COVID-19 vaccine BA.4/BA.5 variant. 3. Risk-adjusted 2030 revenue goal from BD deals. 4. Expected to contribute toward risk-adjusted 2030 revenue goal of ~$25B from BD deals. 5. Through a standalone detailing arrangement.

Additional Pipeline Potential Launches Through 2030 – Selected Examples

Product Candidate	Anticipated Indication(s)	Expected Potential Launch
New Molecular Entity (NME) Launches		
Danuglipron or PF'1532 (oral GLP1s)	Type 2 Diabetes, Obesity	>2024
Anti-IFN-β Antibody (PF'3859)	Dermatomyositis, Polymyositis	>2024
COVID / Influenza mRNA Combination Vaccine[1]	COVID-19 & Influenza prevention	>2024
Lyme Disease Vaccine (PF'405)	Lyme disease prevention	>2024
mRNA Shingles Vaccine[1]	Shingles (VZV) prevention	>2024
HemA GTx	Hemophilia A gene therapy	>2024
HemB GTx	Hemophilia B gene therapy	>2024
DMD GTx	Duchenne Muscular Dystrophy gene therapy	>2024
sasanlimab	Non-muscle invasive bladder Cancer	>2024
marstacimab	Treatment of Hem A / Hem B	>2024
ARV-471	ER+/HER2- BC	>2024
TTI-622 (PF'801)	Hematological malignancies	>2024

Note: Expected timing; all dates are preliminary, subject to change, and subject to, among other risks, assumptions and uncertainties, clinical trial and regulatory success and availability of supply.
[1] In collaboration with BioNTech; and for COVID influenza combination, pending agreement between the partners.