



A New Champion for Global Health

July 29, 2019

Safe Harbor Provision



This communication contains “forward-looking statements”. These statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements may include, without limitation, statements about the proposed transaction, the expected timetable for completing the proposed transaction, the benefits and synergies of the proposed transaction, future opportunities for the combined company and products and any other statements regarding Pfizer’s, Mylan’s and Upjohn’s future operations, financial or operating results, capital allocation, dividend policy, debt ratio, anticipated business levels, future earnings, planned activities, anticipated growth, market opportunities, strategies, competitions, and other expectations and targets for future periods. Forward-looking statements may often be identified by the use of words such as “will”, “may”, “could”, “should”, “would”, “project”, “believe”, “anticipate”, “expect”, “plan”, “estimate”, “forecast”, “potential”, “intend”, “continue”, “target”, “outlook” and variations of these words or comparable words. Because forward-looking statements inherently involve risks and uncertainties, actual future results may differ materially from those expressed or implied by such forward-looking statements. Factors that could cause or contribute to such differences include, but are not limited to: the parties’ ability to meet expectations regarding the timing, completion and accounting and tax treatments of the proposed transaction; changes in relevant tax and other laws; the parties’ ability to consummate the proposed transaction; the conditions to the completion of the proposed transaction, including receipt of approval of Mylan’s shareholders, not being satisfied or waived on the anticipated timeframe or at all; the regulatory approvals required for the proposed transaction not being obtained on the terms expected or on the anticipated schedule or at all; inherent uncertainties involved in the estimates and judgments used in the preparation of financial statements and the providing of estimates of financial measures, in accordance with the accounting principles generally accepted in the United States of America (“U.S. GAAP”) and related standards, or on an adjusted basis (“Non-GAAP measures”); the integration of Mylan and Upjohn being more difficult, time consuming or costly than expected; Mylan’s and Upjohn’s failure to achieve expected or targeted future financial and operating performance and results; the possibility that the combined company may be unable to achieve expected benefits, synergies and operating efficiencies in connection with the proposed transaction within the expected time frames or at all or to successfully integrate Mylan and Upjohn; customer loss and business disruption being greater than expected following the proposed transaction; the retention of key employees being more difficult following the proposed transaction; Mylan and Upjohn’s capacity to bring new products to market, including but not limited to where it uses its business judgment and decides to manufacture, market and/or sell products directly or through third parties, notwithstanding the fact that allegations of patent infringement(s) have not been finally resolved by the courts (i.e., an “at-risk launch”); the scope, timing and outcome of any ongoing legal proceedings and the impact of such proceedings on Mylan’s and Upjohn’s consolidated financial condition, results of operations and/or cash flows; Mylan’s and Upjohn’s ability to protect their respective intellectual property and preserve their respective intellectual property rights; the effect of any changes in customer and supplier relationships and customer purchasing patterns; the ability to attract and retain key personnel; changes in third-party relationships; the impacts of competition; changes in the economic and financial conditions of the business of Mylan or Upjohn; and uncertainties and matters beyond the control of management and other factors described under “Risk Factors” in each of Pfizer’s and Mylan’s Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and other filings with the SEC. You can access Pfizer’s or Mylan’s filings with the SEC through the SEC website at www.sec.gov or through Pfizer’s or Mylan’s website, and Pfizer and Mylan strongly encourage you to do so. Except as required by applicable law, Pfizer, Mylan or Upjohn undertake no obligation to update any statements herein for revisions or changes after the date of this communication.

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ADDITIONAL INFORMATION

This communication shall not constitute an offer to sell or the solicitation of an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"). In connection with the proposed combination of Upjohn Inc. ("Upjohn"), a wholly owned subsidiary of Pfizer Inc. ("Pfizer") and Mylan N.V. ("Mylan"), which will immediately follow the proposed separation of the Upjohn business from Pfizer (the "proposed transaction"), Upjohn, Mylan and Mylan I B.V., a wholly owned subsidiary of Mylan, ("Mylan Newco") intend to file relevant materials with the Securities and Exchange Commission ("SEC"), including a registration statement on Form S-4 that will include a proxy statement/prospectus relating to the proposed transaction. In addition, Upjohn expects to file a registration statement in connection with its separation from Pfizer. INVESTORS AND SECURITY HOLDERS ARE URGED TO READ THE REGISTRATION STATEMENTS, PROXY STATEMENT/PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT MYLAN, UPJOHN, MYLAN NEWCO AND THE PROPOSED TRANSACTION. A definitive proxy statement will be sent to shareholders of Mylan seeking approval of the proposed transaction. The documents relating to the proposed transaction (when they are available) can be obtained free of charge from the SEC's website at www.sec.gov. These documents (when they are available) can also be obtained free of charge from Mylan, upon written request to Mylan, at (724) 514-1813 or investor.relations@mylan.com or from Pfizer on Pfizer's internet website at <https://investors.Pfizer.com/financials/sec-filings/default.aspx> or by contacting Pfizer's Investor Relations Department at (212) 733-2323.

PARTICIPANTS IN THE SOLICITATION

This communication is not a solicitation of a proxy from any investor or security holder. However, Pfizer, Mylan, Upjohn and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the proposed transaction under the rules of the SEC. Information about the directors and executive officers of Pfizer may be found in its Annual Report on Form 10-K filed with the SEC on February 28, 2019, its definitive proxy statement and additional proxy statement relating to its 2019 Annual Meeting filed with the SEC on March 14, 2019 and on April 2, 2019, respectively, and Current Report on Form 8-K filed with the SEC on June 27, 2019. Information about the directors and executive officers of Mylan may be found in its amended Annual Report on Form 10-K filed with the SEC on April 30, 2019, and its definitive proxy statement relating to its 2019 Annual Meeting filed with the SEC on May 24, 2019. These documents can be obtained free of charge from the sources indicated above. Additional information regarding the interests of these participants will also be included in the proxy statement/prospectus when it becomes available.

Executive Commentary



Robert Coury
Chairman, Mylan



Albert Bourla
CEO, Pfizer



A New Champion for Global Health

Transaction Summary

Deal Terms

- Mylan and Upjohn combining in a Reverse Morris Trust transaction, expected to be tax-free to Pfizer shareholders
- Mylan shareholder vote required; no shareholder vote required for Pfizer
- Transaction is subject to customary closing conditions, including receipt of regulatory approvals, and is currently expected to close in mid 2020

Ownership

- Pfizer shareholders to own 57% of the combined company
- Mylan shareholders to own 43% of the combined company

Capital Policies

- NewCo to have lower leverage ratio than Mylan standalone
 - ~\$24.5bn of total debt, including \$12bn of gross debt for Upjohn to fund \$12bn pre-closing cash payment to Pfizer
- Solid investment grade credit rating with stable to positive outlook expected
- Company will pay a dividend; $\geq 25\%$ target payout of free cash flows

Corporate Organization

- New Management: Robert J. Coury (Executive Chairman); Michael Goettler (CEO); Rajiv Malik (President)
- New Board: 13 directors (Chairman, CEO, 8 Mylan Appointees, 3 Pfizer Appointees)
- NewCo will be domiciled in the US and incorporated in Delaware
- NewCo will have three Global Centers: Pittsburgh, Shanghai and Hyderabad
- Combined Board will fully declassify by 2023 annual meeting

A New Champion for Global Health



Accelerates shared commitments
to expand access to medicine

Capable of meeting the world's diverse therapeutic
needs and meeting evolving health needs

Leader in treating communicable
and non-communicable diseases

Good for patients, payors,
governments and health systems

New Name to be Announced Before Closing

**Upjohn Name to be Used in China and Select Emerging
Markets**



A Powerful Combination



NewCo



Strong Footprint in US and Europe

Enhanced Global Scale and Geographic Reach

Unique Footprint in Asia and the Emerging Markets

Diverse Portfolio Across all Key Therapeutic Areas

Sustainable, Diverse and Differentiated Portfolio and Pipeline

Trusted, Iconic Off-Patent Brands

Best-in-Class Global Manufacturing and Supply Platform

Powerful Combination of Best-in-Class Capabilities with World Class Management Team

Best-in-Class Global Commercial Capabilities

Sustainable Pipeline Engine

Strong and Sustainable Cash Flows Enabling Strong Return of Capital

Strong Cash Flow and Pfizer's Shareholder Friendly Capital Allocation

**Focused on Delivering Shareholder Value
and High-Quality Governance**

Compelling Financial Profile

Commitment to Solid Investment Grade Profile, Maintaining Strategic Flexibility and Delivering Shareholder Friendly Capital Returns

2020 Pro Forma Outlook

\$19 - 20bn

Expected Revenue

\$7.5 - 8.0bn

Expected Adjusted EBITDA
with a margin of ~40% including
phased synergies

> \$4bn

Expected Annual FCF

Forward Looking Targets

~\$1bn

Expected Annual Cost
Synergies by 2023

≥ 25%

of Free Cash Flow to
Be Paid as Dividend
Beginning First Full
Quarter After Close

≤ 2.5x

Gross Leverage,
Targeted by the
end of 2021

Note: 2020 Pro Forma Outlook reflects Lyrica US LOE and China Volume Based Procurement

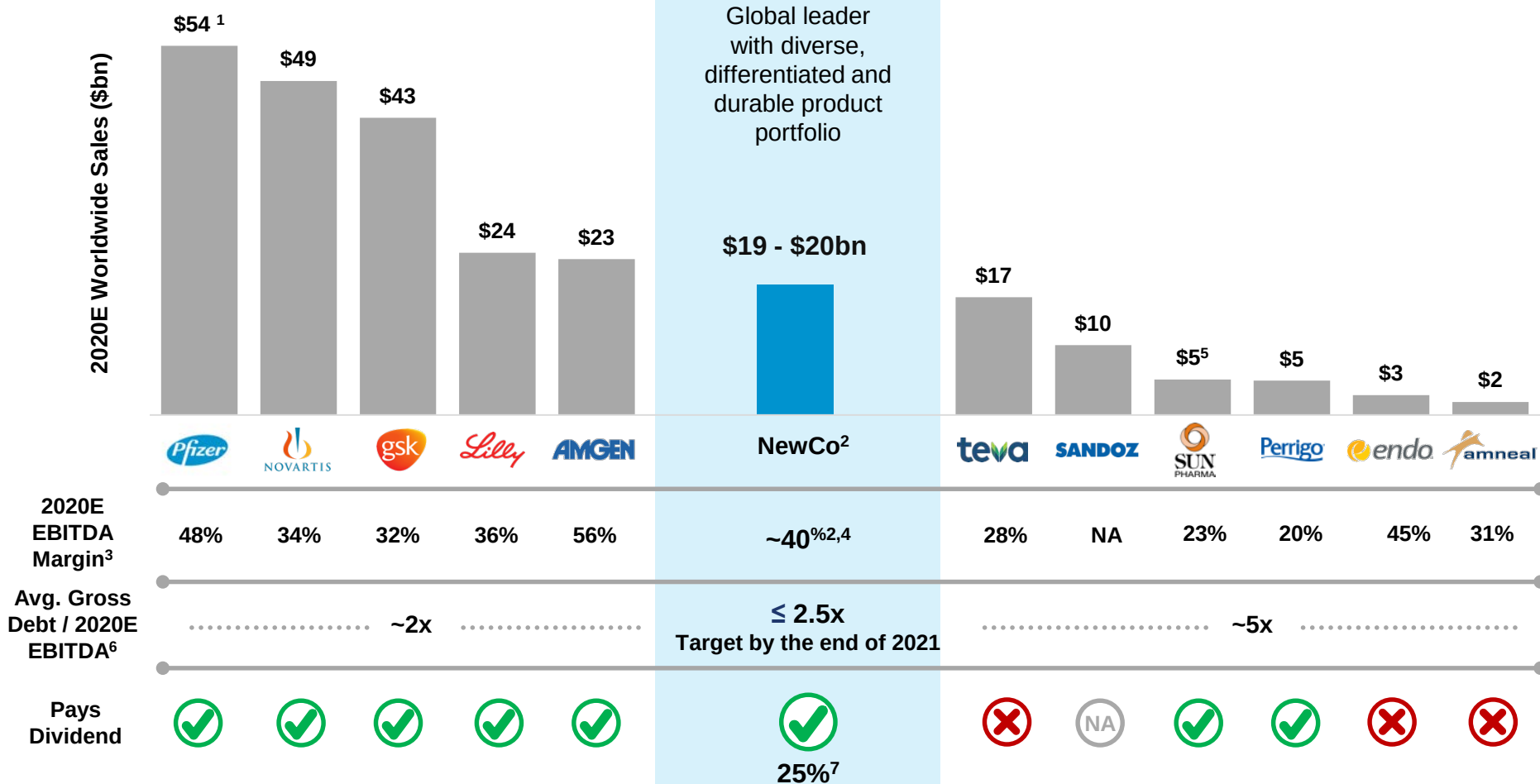
Note: Based on historic exchange rates, potential divestitures not included

Today's Competitive Landscape

Selected Large Cap Pharma

The Opportunity

Selected Spec Pharma / Generics



Source: Company filings, CapIQ

1 Pfizer 2020E Revenue does not adjust for this transaction, the GSK/Pfizer Consumer JV and includes Upjohn Revenue.

2 2020 Pro Forma Outlook Revenue.

3 Wall Street consensus 2020E EBITDA margin. Figures adjusted to reflect 2020E calendar year. Consensus estimates are not internal estimates.

4 2020 EBITDA margin including phased-in synergies.

5 Includes revenues from consolidated sub Taro.

6 Average gross leverage multiples of large cap pharma and spec pharma / Generics, excl. Sandoz, peer groups respectively. Consensus estimates are not internal estimates.

7 Represents target payout ratio of free cash flow for NewCo.

A Unique Company – No Direct Pharma Peer Set



**Balanced
geographic presence**



**A leader in the
world's growth markets**



**Durable EBITDA
margin profile**



**Solid investment grade
profile and balance sheet**



**Enhanced and
sustainable cash flow**



**Substantial
dividend**

Combination Highlights



Enhanced Global Scale and Geographic Reach



Sustainable, Diverse and Differentiated Portfolio and Pipeline



**Powerful Combination of Best-in-Class Capabilities
with World Class Management Team**



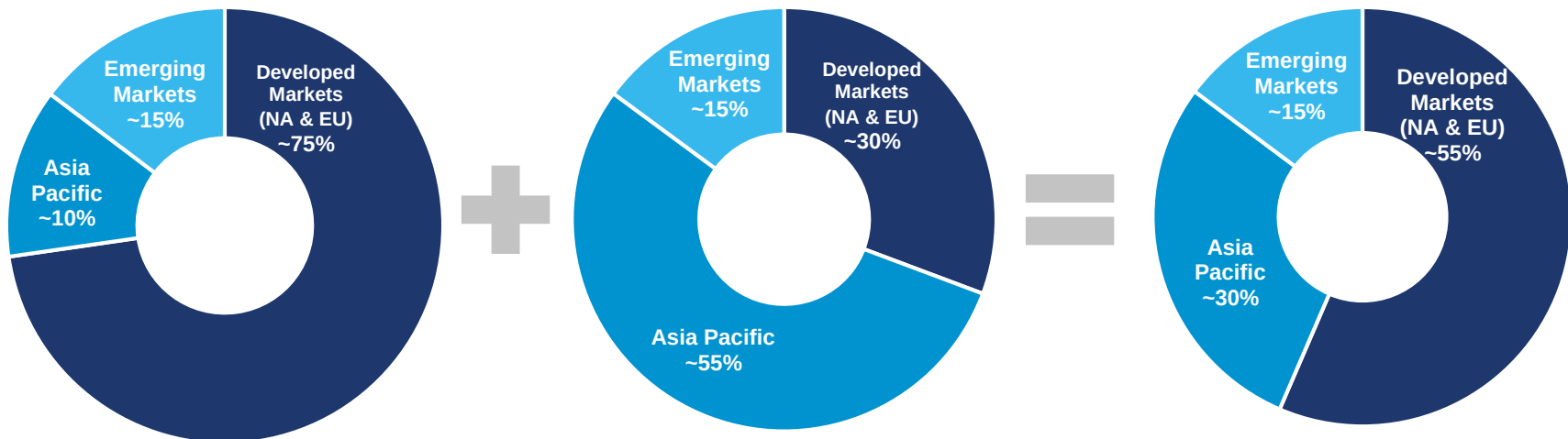
**Strong and Sustainable Cash Flows
with Attractive Shareholder Returns**

Regionally Balanced Revenue Footprint

2020E Pro Forma Revenue Mix Outlook by Geography



NewCo

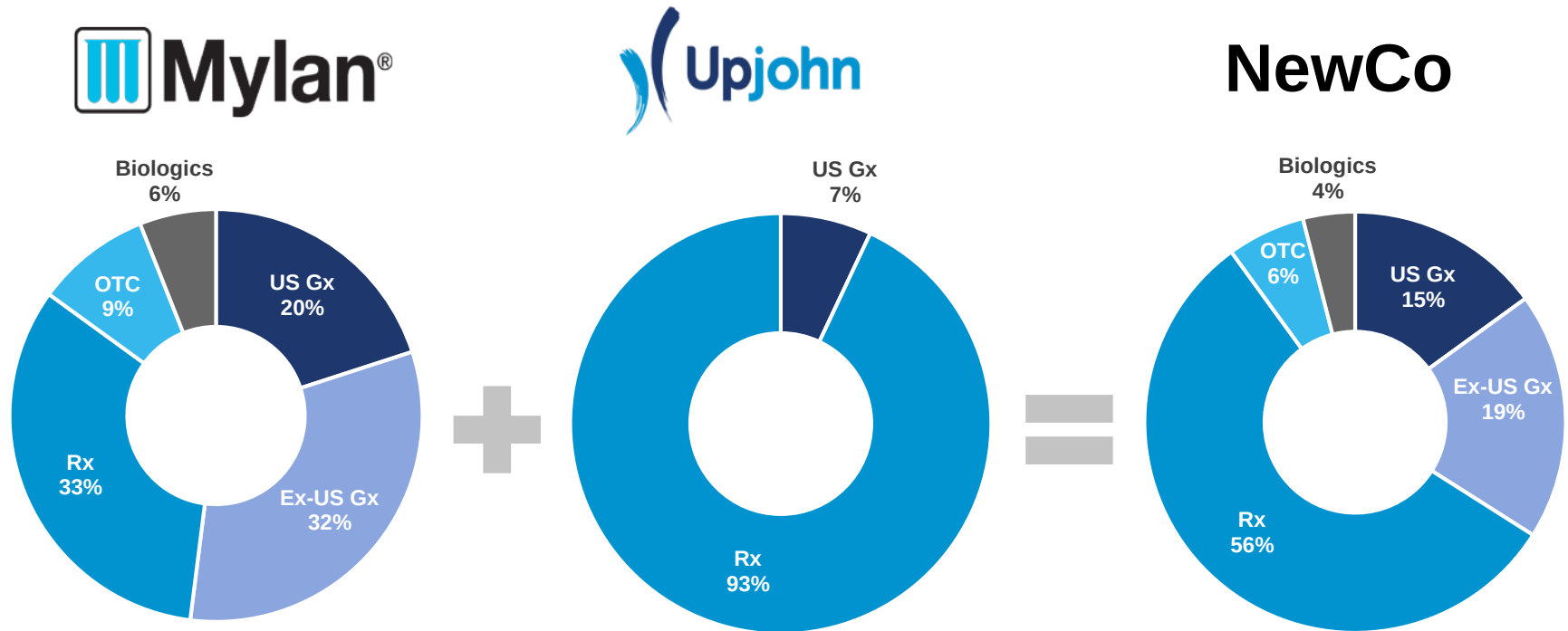


Powerful Footprint Across The World's Growth Markets

Note: NA = North America; Asia Pacific includes Japan, China and Australia

Diversification Across Product Categories

2020E Pro Forma Revenue Mix Outlook by Product Type

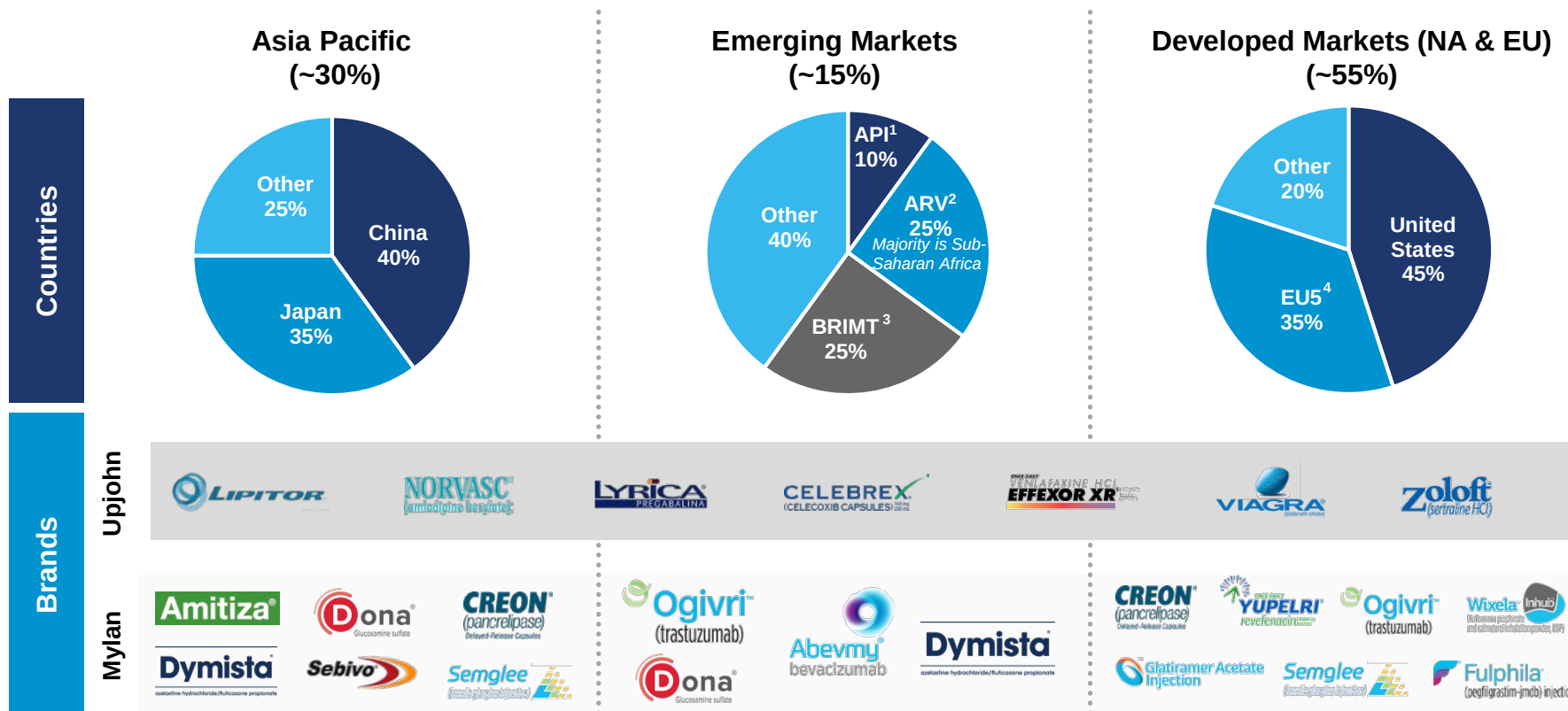


Sustainable, Diverse And Differentiated Portfolio

Note: Rx = Brands; Gx = Generics; OTC = Over-the-Counter

NewCo's Geographic Opportunities

2020E Pro Forma Revenue Mix Outlook by Geography



Opportunity to Bring Mylan Growth Products to Upjohn Growth Markets

- 1 Stands for Active Pharmaceutical Ingredient.
- 2 Stands for Antiretroviral.
- 3 Stands for Brazil, Russia, India, Mexico, Turkey.
- 4 Includes UK, Spain, Germany, France, Italy.

Strong Diversified Pipeline

Notable Approvals

OSD²

Mesalamine
(Canasa)

Sterile
products

Glatiramer Acetate Injection
(Copaxone)

Topicals/
TDS³

Estradiol
Vaginal Cream, USP
(Estrace)

Suboxone
(buprenorphine and naloxone)
(Suboxone)

Biosimilars and
Insulins

Fulphila
(pegfilgrastim-jmdo) injection
(Neulasta)

Semglee
(insulin glargine)
(Lantus)

Ogivri
(trastuzumab)
(Herceptin)

Respiratory

Wixela
(fluticasone propionate
and salmeterol inhalation powder, USP)

YUPELRI
(revelerfenacin)
inhalation solution

Notable Pipeline (RLD¹)

ADDERALL XR
(dextroamphetamine)
One Dose Daily

Premarin
CONJUGATED ESTROGENS

Tecfidera
(dimethyl fumarate)
delayed-release capsules 120mg

Restasis
(cyclosporine ophthalmic emulsion)
eye drops

INVEGA SUSTENNA
paliperidone palmitate
extended-release tablets
39mg, 78mg, 117mg, 156mg, 234mg

Sandostatin LAR
octreotide /IM INJECTION

VICTOZA
liraglutide injection 12mg/18mg

Collagenase SANTYL
Ointment 250 units/g

Aczone 7.5%
(dapsone) Gel, 7.5%

ORENCIA
(abatacept)

EYLEA
(aflibercept) Injection
For Intravitreal Injection

AVASTIN
bevacizumab
injection

FloVent HFA 44 mcg
(fluticasone propionate 44 mcg)
Inhalation Aerosol

PROAIR HFA
(albuterol sulfate)
Inhalation Aerosol

Symbicort
(budesonide/formoterol fumarate
dihydrate) Inhalation Aerosol

Targeting ~\$3bn in New Revenue from Products Expected to Launch by 2023
~2/3 Will be Complex Gx, Biosimilars and Global Key Brands

Note: Trademarks are the property of their respective owners. Pipeline as of May 2019

1 RLD = Reference Listed Drug.

2 OSD = Oral Solid Dosage.

3 TDS = Transdermal Drug Delivery Systems.

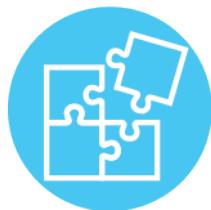
Combination Highlights



Enhanced Global Scale and Geographic Reach



Sustainable, Diverse and Differentiated Portfolio and Pipeline



**Powerful Combination of Best-in-Class Capabilities
with World Class Management Team**



Strong and Sustainable Cash Flows
with Attractive Shareholder Returns

Powerful Commercial Presence Drives Global Growth



165+

Countries
Served



~3,000

Brands and
Molecules



~15,000

Commercial
Colleagues



60,000+

Customers
Shipped to
Globally

Extensive Commercial Reach
and **Leading Position** in Key
Growth Markets

Combined Talent from Both
Companies

Strong Platform and Partnership
Network **Protect Brand Value**
and **Maximize Pipeline Potential**

Opportunity to **Cross Pollinate**
Across Portfolios

Unique Capabilities in
Brand Building and
Tendering / Contracting

Best-in-class Manufacturing and Supply Network

25

OSD Sites

7

Injectable Sites

8

Complex Dosage Form Sites

11

API Sites

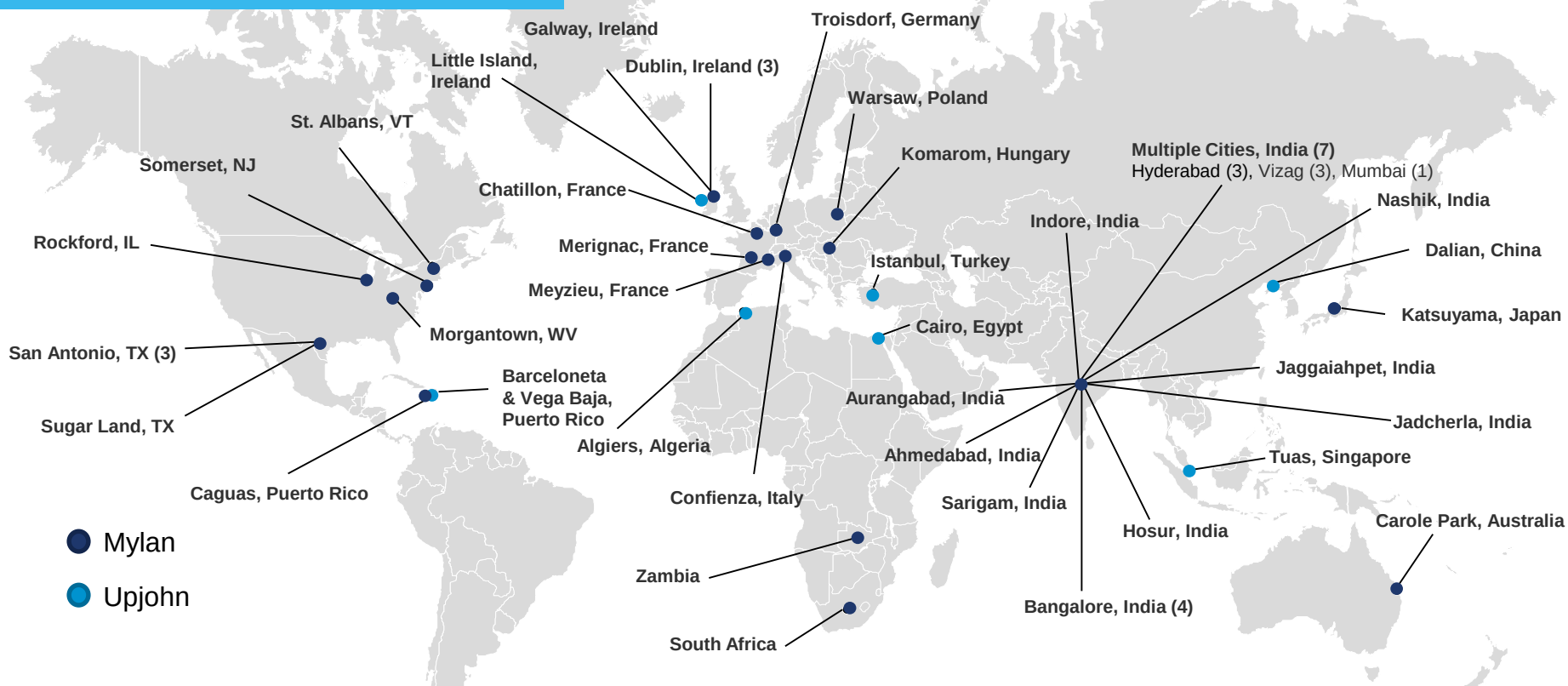
>80bn

Doses Produced Annually

165+

Countries Served

Manufacturing Site Locations



Global network of 51 sites serving >60,000 customers

Combination Highlights



Enhanced Global Scale and Geographic Reach



Sustainable, Diverse and Differentiated Portfolio and Pipeline



Powerful Combination of Best-in-Class Capabilities
with World Class Management Team

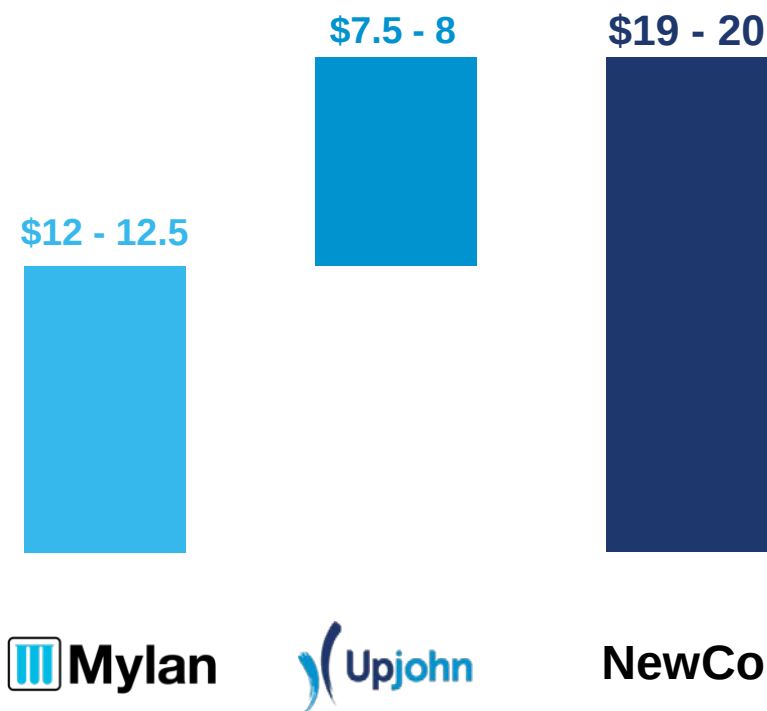


Strong and Sustainable Cash Flows
with Attractive Shareholder Returns

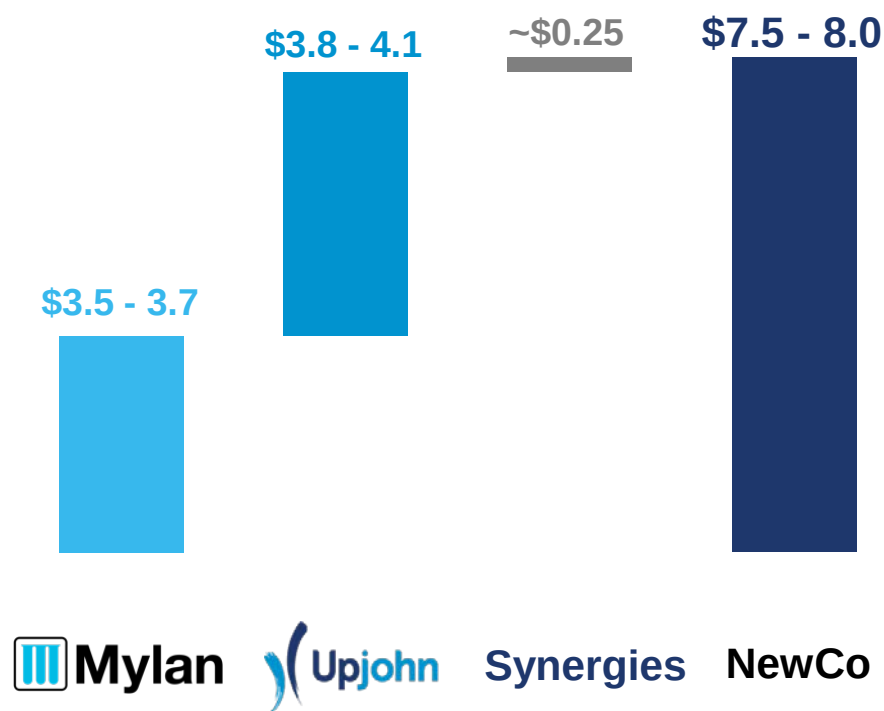
Revenue and EBITDA Contributions

\$ in billions

Expected Pro Forma 2020 Revenue



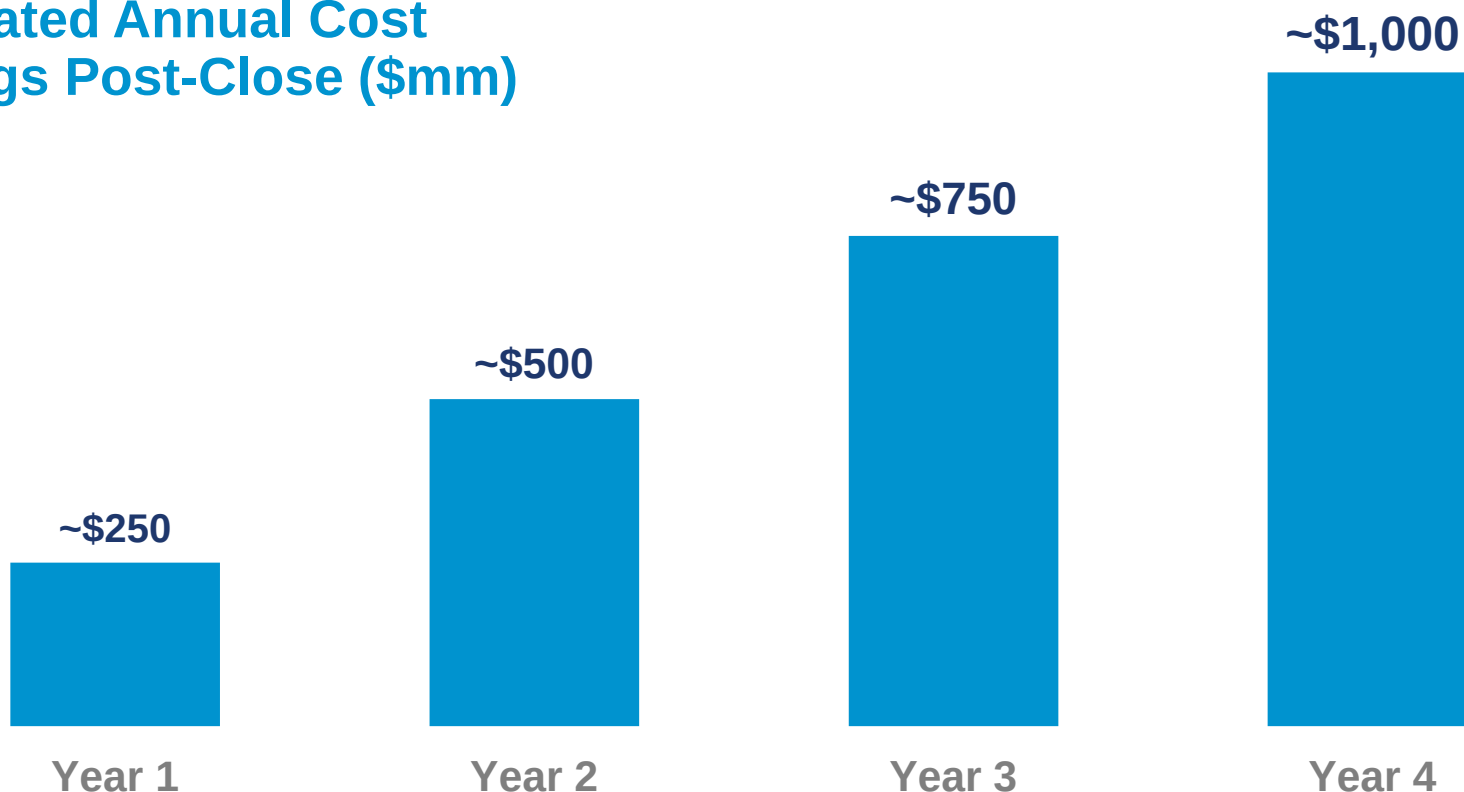
Expected Pro Forma 2020 Adjusted EBITDA



Note: 2020 Pro Forma Outlook reflects Lyrica US LOE and China Volume Based Procurement

Significant Operational Efficiencies

Estimated Annual Cost Savings Post-Close (\$mm)



**Significant Cost Synergies of at Least \$1bn Annually Anticipated by 2023
Expected to Further Enhance Existing Combined EBITDA and Cash Flows**

Financial Outlook

2020 Pro Forma Outlook

**\$19 –
20bn**

Expected
Revenue

Moderate Growth
in the Mid to
Long Term

Near-term: Modest revenue growth
as organic volume growth is offset by
pricing pressure

Longer-term: Accelerating pipeline
delivery to drive moderate growth

**\$7.5 –
8.0bn**

Expected
Adjusted
EBITDA

~40% EBITDA
Margin¹ with
Potential for
Improvement
over Time

Near-term: Realization of cost
synergies

Longer-term: Moderate revenue
growth flowing through to EBITDA

¹ Reflects the impact of phased synergies.

Note: 2020 Pro Forma Outlook reflects Lyrica US LOE and China Volume Based Procurement

Note: Based on historic exchange rates, potential divestitures not included

Financial Outlook (Cont'd)

Other Targets

Forward Commentary

$\leq 2.5x$

Gross Leverage
Target

Targeted by the
End of 2021

Near-term: Significant cash flows support repayment of scheduled 2020-21 debt maturities

Long-term: Continue to target leverage $\leq 2.5x$

$\geq 25\%$
of Free Cash Flow
to Be Paid as
Dividend

Potential for
Dividend Growth
and Share
Repurchases

Near-term: Initiate dividend 1st quarter after close

Long-term: Commitment to maintaining solid investment grade rating, with sustained leverage $\leq 2.5x$ and potential for share repurchases and dividend increases, thereafter

Key Takeaways



Enhanced Global Scale and Geographic Reach



Sustainable, Diverse and Differentiated Portfolio and Pipeline



Powerful Combination of Best-in-Class Capabilities



**Strong and Sustainable Cash Flows
with Attractive Shareholder Returns**



Relentless Focus on Total Shareholder Returns



Comments by Pfizer on RemainCo

Innovation-Focused Leader



Following Closing Pfizer Maintains Significant Financial Strength With Potential for Enhanced Growth Off of a Smaller Base

~\$40 bn

Expected 2020 Revenue
base

Mid 30s%

Expected Income
Before Taxes (IBT)
Margin

\$11 – 12bn

Anticipated Operating
Cash Flow first full year
post-close

- 5-year revenue CAGR expected to be stronger
- Revenue growth expected to start immediately post-closing
- Revenue growth expected to be more sustainable as the revenue base will be smaller
- Continued leverage to adjusted diluted EPS growth

Combined Dividend to Pfizer Shareholders Expected to Equal Pfizer's Dividend Immediately Prior to Closing¹

¹ In the event the distribution is structured as a spin-off and based on combined dividend resulting from combination of continued Pfizer ownership and 57% equity ownership of NewCo.



A New Champion for Global Health

Questions & Answers

