Welcome to your CDP Water Security Questionnaire 2022

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

Guided by our purpose, "Breakthroughs that change patients' lives," Pfizer is applying our core capabilities and values to help deliver courageous solutions. For 173 years, our deep passion for science and dedication to patients have been foundational to Pfizer. So too have been our commitments to nurturing a diverse, inclusive, and positive workplace to which all colleagues can bring their best selves, improving equitable access to our vaccines and medicines, and minimizing negative impact of our work on the environment. We are on a journey to more intentionally connect our purpose with our Environment, Social and Governance (ESG) strategy in order to better understand and address the needs of patients, colleagues, partners, shareholders and communities. We embedded environmental, social and governance (ESG) principles into our core operations, transforming the way we discover, develop, finance, and deliver vaccines and medicines to the stakeholders we serve.

Our ESG strategy includes six priority areas: product innovation; equitable access and pricing; product quality and safety; diversity, equity and inclusion; climate change; and business ethics. These priorities represent the areas of most significance to our business and stakeholders. Pfizer's key environmental sustainability priorities specifically focus on mitigating climate impact, conserving natural resources, and reducing waste including:

- Reducing the greenhouse gas (GHG) emissions associated with our operations. This includes application of engineering and sustainability innovations to how we design and operate our sites (e.g., manufacturing, labs, offices, etc.) and manage our operations (e.g., product transportation, business travel, renewable energy, etc.);
- Reducing water withdrawal associated with our operations and being effective stewards of the water we use;
- Decreasing waste generated from our operations through a multifaceted approach including source reduction, waste minimization, recycling, and other opportunities to reuse materials we cannot recycle ourselves;
- Applying scientific innovation and operational efficiency to reduce the environmental impact of our medicines throughout the product lifecycle;
- Integrating environmental sustainability criteria into our supplier selection and management processes; and

- Engaging with key suppliers of goods and services to drive the adoption of science-based GHG reduction goals.

We know that we alone cannot combat the irretractable issues of our time such as unmet medical needs, systemic racial inequalities or climate change. As we are a purpose and science-driven company, we are working with public and private partners to overcome current challenges and prepare for those to come.

Further information can be found at www.Pfizer.com or through Pfizer's social media including Twitter @Pfizer and @Pfizer News, LinkedIn, YouTube and Facebook.com/Pfizer.

Disclosure Notice: The information contained in this response is as of Jul 27, 2022. Pfizer assumes no obligation to update forward-looking statements contained in this response as the result of new information or future events or developments. This response contains forward-looking information about potential impacts of climate change to Pfizer, including regulatory, physical and business risks and opportunities, and information related to climate change strategies and goals, all of which involve substantial risks, uncertainties and assumptions. Such risks, uncertainties and assumptions include, among other things, the uncertainties inherent in determining potential impacts from climate change; changes to existing, or implementation of new regulations; projected financial impact and management cost; and projected performance on climate change related goals. Pfizer's past performance in attaining reductions in greenhouse gas emissions is not an indication of future performance. A further description of risks and uncertainties can be found in Pfizer's Form 10-K for the fiscal year ended December 31, 2021, including in the sections thereof captioned "Risk Factors" and "Forward-Looking Information and Factors That May Affect Future Results" and in its subsequent reports on Forms 10-Q and 8-K, all of which are filed with the SEC and are available at www.sec.gov and www.pfizer.com.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	January 1, 2021	December 31, 2021

W0.3

(W0.3) Select the countries/areas in which you operate.

Algeria
Argentina
Australia
Austria
Belgium
Brazil
Canada
China
Croatia
Germany

India
Indonesia
Ireland
Italy
Japan
Mexico
Morocco
Pakistan
Saudi Arabia
Singapore
Spain
Sweden
Taiwan, China
Tunisia
United Kingdom of Great Britain and Northern Ireland
United States of America
Venezuela (Bolivarian Republic of)

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which operational control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

W0.6a

(W0.6a) Please report the exclusions.

Exclusion	Please explain
Withdrawals and discharges of water from logistics centers and office buildings not associated with manufacturing or research activities.	Logistics centers and commercial office buildings comprise <1% of Pfizer's total water withdrawal.
Withdrawal of groundwater as part of remediation operations.	Groundwater is pumped and treated as part of remediation activities. Most of this water is

	returned to the environment; losses are negligible.

W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
Yes, an ISIN code	US7170811035
Yes, a Ticker symbol	PFE

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Important	Direct: As a manufacturer of biopharmaceutical healthcare products, water quality and water quantity are vital to our work. All water used for manufacturing purposes must first meet potable drinking water requirements and is treated to meet product quality standards if necessary. The water is then further treated and purified to meet applicable pharmacopeial water quality regulatory requirements specific to the process. Major onsite uses of water include drug production and cleaning. We also use some water and energy to heat and cool our manufacturing processes. We do not anticipate our direct reliance on quality freshwater to change in the foreseeable future. Indirect: Our major suppliers include manufacturers of active pharmaceutical ingredients, drug products, and product packaging. Our key suppliers' operations are subject to similar quality requirements and as such are also reliant on adequate quantities of good quality water to produce products. Because water availability and quality are critical to our and our suppliers'

			manufacturing processes, we do not anticipate our indirect reliance on quality freshwater to change in the foreseeable future.
Sufficient amounts of recycled, brackish and/or produced water available for use	Neutral	Neutral	Direct: Although a small number of our manufacturing sites utilize recycled water in industrial applications and for landscaping/irrigation, non-freshwater cannot be used in our manufacturing processes for quality reasons and is therefore not critical to our operations. Indirect: Our key suppliers' operations are similar to ours and are subject to similar quality requirements and as such are not reliant on non-freshwater for their operations. Because recycled water cannot be used in pharmaceutical manufacturing, we do not anticipate an increase in either our or our suppliers' reliance on non-freshwater in the foreseeable future.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Please explain
Water withdrawals – total volumes	100%	Pfizer collects and reports water withdrawal for all manufacturing and research and development (R&D) locations where we maintain operational control. Water withdrawal volumes are measured and monitored at the site level, through a combination of municipal and internal flow meters, and are reported centrally via our global environmental reporting system. Manufacturing and R&D sites report monthly withdrawal data (with a few exceptions where water data is only available quarterly). Total water withdrawal is reported annually in our ESG report.
Water withdrawals – volumes by source	100%	Pfizer collects and reports water withdrawal by source for all manufacturing and R&D locations where we maintain operational control. Water withdrawal volumes are measured and monitored at the site level and are reported centrally by source. Volume data is obtained as

		follows: purchased water through utility providers' invoices; ground water and fresh water through municipal and internal flow meters; and rainwater through actual measurement with local mechanical flow meters. Manufacturing and R&D sites report monthly withdrawal data by source (with a few exceptions where water data is only available quarterly).
Water withdrawals quality	100%	Water quality is monitored at the site level as required by regulation (local potable water standards) and as necessary to ensure conformance with quality standards for manufacturing by all manufacturing and R&D locations where Pfizer maintains operational control. Water is purified as necessary to support manufacturing and R&D operations. Water withdrawal quality is monitored through sampling and is tested onsite and by external labs and includes pH, biological oxygen demand (BOD), and chemical oxygen demand (COD) among other parameters.
Water discharges – total volumes	100%	Water discharge volumes are monitored by all manufacturing and R&D locations where we maintain operational control and are reported centrally by discharge destination via our global environmental reporting system. Total volume data is obtained through utility invoices and/or internal flow meters. In some cases, discharges may be estimated using operations and engineering data. Estimation methodologies are documented and reviewed periodically. Manufacturing and R&D locations report monthly discharge volumes. Total water discharge is reported annually in our ESG report.
Water discharges – volumes by destination	100%	Water discharge volumes are monitored by all manufacturing and research and development (R&D) sites under Pfizer's operational control and are reported centrally by discharge destination via our global environmental reporting system. Volume data for water

		discharged to municipal treatment plants is obtained through utility invoices and/or internal flow meters. Discharges to fresh and salt water are monitored through internal flow meters. In some cases, discharges may be estimated using operations and engineering data. Estimation methodologies are documented and reviewed periodically. Manufacturing and R&D locations report monthly discharge volumes.
Water discharges – volumes by treatment method	100%	Pfizer collects information on wastewater treatment technologies and quantities of wastewater treated at our manufacturing and research and development (R&D) sites via our global environmental reporting system. All manufacturing and R&D sites where we maintain operational control monitor their treatment processes and track discharge volumes through invoices and/or internal flow meters. In some cases, discharges may be estimated using operations and engineering data. Estimation methodologies are documented and reviewed periodically. Discharges are managed in accordance with the jurisdictional requirements applicable to the location.
Water discharge quality – by standard effluent parameters	100%	Pfizer requires all manufacturing and R&D sites where we maintain operational control to monitor wastewater discharge quality and meet all applicable permit and regulatory requirements. Water is monitored through sampling and is tested onsite and by external certified labs. Monitoring data is maintained by the site and is not collected at the corporate level, but conformance with applicable requirements is reviewed periodically through Pfizer's corporate EHS audit program. Sites must also comply with internal environmental standards for active pharmaceutical ingredient (API) concentrations in wastewater. API analyses are typically done externally by labs that have developed appropriate analytical methods and have the required expertise and equipment. Sites are required to notify corporate as well as the relevant regulatory authority (as appropriate) of any monitoring results that exceed applicable permit and/or regulatory limits.

Water discharge quality – temperature	100%	Pfizer requires all manufacturing and R&D sites where we maintain operational control to monitor wastewater discharge quality, including temperature, and meet all applicable permit and regulatory requirements. Water discharge quality, including temperature, is monitored through sampling. This data is maintained by the site and is not collected at the corporate level. Sites are required to notify corporate as well as the relevant regulatory authority (as appropriate) of any monitoring results that exceed applicable permit and/or regulatory limits.
Water consumption – total volume	100%	Water withdrawal and discharge volumes are monitored by all manufacturing and R&D sites under Pfizer's operational control and are reported monthly. Aggregated monthly or quarterly data is used to calculate water consumption annually.
Water recycled/reused	100%	All manufacturing and R&D sites under Pfizer's operational control where recycled water is used monitor volumes and report centrally. Volume data is obtained through flowmeters and/or estimated based on operations and engineering knowledge and data. Manufacturing and R&D sites report monthly recycled water volumes.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Pfizer's Global Environment, Health and Safety Standards require all facilities to provide safe, fully functioning WASH services for all employees. Compliance is monitored through our internal audit program. All manufacturing and research and development sites under Pfizer's operational control are audited at least once every three years.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	27,342	Much lower	In 2021, Pfizer's total water withdrawal decreased 15% when compared to 2020. Pfizer

			defines "much lower" as a decrease of more than 10% when compared to the previous year. The decrease in 2021 was due primarily to the reduction in non-contact cooling water use at our Kalamazoo, Michigan manufacturing plant as the site shifted its focus to vaccine production, running 14% fewer fermentation lots in 2021 when compared to 2020. In addition, sites around the world have contributed to reductions in water withdrawal by implementing water conservation projects. Pfizer collects and reports water withdrawal for all manufacturing and research and development (R&D) locations where we maintain operational control. Water withdrawal volumes are measured and monitored at the site level through a combination of municipal and internal flow meters, and are reported centrally via our global environmental reporting system. Total annual water withdrawal is calculated by summing monthly/quarterly data for the year for all sites within Pfizer's operational control. Water withdrawal is expected to increase in 2022 compared to 2021, largely due to planned expansions and increased production at our biologics manufacturing sites, and then is projected to remain relatively flat through 2026.
Total discharges	24,341	Much lower	Pfizer’s wastewater discharge decreased by 17% compared to 2020 due primarily to the reduction in non-contact cooling water use at our Kalamazoo, Michigan manufacturing plant as the site shifted its focus to vaccine production, running 14% fewer fermentation lots in 2021 compared to 2020. Pfizer defines "much lower" as a decrease of more than 10% when compared to the previous year. Water discharge volumes are monitored by all manufacturing and R&D locations where we maintain operational control and are reported centrally by discharge destination via our global

			environmental reporting system. Total volume data is obtained through utility invoices and/or internal flow meters. In some cases, discharges may be estimated using operations and engineering data. Estimation methodologies are documented and reviewed on an ongoing basis. Total annual water discharge is calculated by summing monthly/quarterly data for the year for all sites within Pfizer's operational control. Water discharge is expected to increase in 2022 compared to 2021, largely due to planned expansions and increased production at our biologics manufacturing sites, and then is projected to remain relatively flat through 2026.
Total consumption	3,001	About the same	In 2021, Pfizer's total water consumption was about the same compared to 2020. Pfizer defines "about the same" as an increase or decrease of 0% to 3% compared to the previous year. Water consumption is calculated at the corporate level by subtracting total water discharged from total water withdrawn. The consumption corresponds to water incorporated in products as well as water lost through evaporation in cooling towers. Water consumption is expected to increase in 2022 compared to 2021, largely due to planned expansions and increased production at our biologics manufacturing sites, and then is projected to remain relatively flat through 2026.

W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Identification tool	Please explain

Row 1	Yes	1-10	About the same	WRI Aqueduct	In 2021, Pfizer updated the methodology used to identify sites located in water-stressed areas. The updated methodology is described in the new Pfizer Water Stewardship position paper published in Jan 2022 and is based on the UN CEO water mandate definition of water stress which considers other physical aspects related to water resources in addition to water scarcity, including water quality, environmental flows, and the accessibility of water. Our previous methodology focused on business continuity and water scarcity. Our updated methodology continues to use the WRI Aqueduct tool, however we are now considering all indicators outlined in the WRI Aqueduct tool in our assessment, including those related to water quality, environmental flows, and water accessibility. Based on this updated assessment methodology, 24% of our manufacturing and research and development sites are located in water-stressed “High” or “Extremely High” areas compared to 56% using the previous methodology. These sites are required to develop water stewardship plans. The percentage of water withdrawal from water-stressed areas for 2020 was recalculated as 2% using the new methodology. The percentage of water withdrawn from water-

					stressed areas in 2021 was 3%. Pfizer defines "about the same" as an increase or decrease between 0% and 3% when compared to the previous year.

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	870	Higher	Pfizer's use of fresh surface water is primarily for non-contact cooling and includes water sourced from lakes and a small amount from rain. Pfizer's use of fresh surface water increased 8% compared to 2020 due to variations in weather and production changes at our Strangnas, Sweden site (our primary user of surface water) in 2021. Pfizer defines "higher" as an increase of 2% to 10% when compared to the previous year.
Brackish surface water/Seawater	Not relevant			Pfizer has not used brackish surface water in our operations since 2016. We do not anticipate using brackish surface water or seawater in our operations in the coming years.
Groundwater – renewable	Relevant	18,627	Much lower	Pfizer's Kalamazoo, Michigan site is the company's largest user of groundwater. Groundwater is used for manufacturing operations, non-contact cooling, and potable and

				sanitary purposes. Pfizer's groundwater withdrawal decreased 20% compared to 2020, primarily due to a reduction in non-contact cooling water needs at our Kalamazoo, Michigan site, as the site shifted its focus to vaccine production, running 14% fewer fermentation lots in 2021 compared to 2020. Pfizer defines "much lower" as a decrease of more than 10% compared to the previous year.
Groundwater – non-renewable	Not relevant			Pfizer's groundwater use is limited to renewable water from shallow wells. Pfizer's operating sites do not withdraw water from non-renewable groundwater sources, and we do not anticipate doing so in the future.
Produced/Entrained water	Not relevant			Pfizer does not use produced water in operations. Given our need for high quality and very pure water, it is expensive and energy intensive to source produced water. Going forward, we do not anticipate using produced water in our operations.
Third party sources	Relevant	7,846	Lower	Pfizer's use of municipal water decreased 3% compared to 2020. Going forward, we anticipate water consumption to increase, largely due to potential expansions and increased production at our biologics manufacturing sites, but we will continue to work to offset these increases through

				improvements in water management and the implementation of conservation projects. Pfizer defines "lower" as a decrease of 3 to 10% when compared to the previous year.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Relevant	15,649	Much lower	Pfizer's discharge to surface water decreased 23% compared to 2020 due primarily to the decrease in non-contact cooling water use at our Kalamazoo, Michigan site, as the site shifted its focus to vaccine production, running 14% fewer fermentation lots in 2021 compared to 2020. Pfizer defines "much lower" as a decrease of more than 10% compared to the previous year.
Brackish surface water/seawater	Relevant	1,044	Much lower	Pfizer's discharge to saltwater decreased 13% compared to 2020, mainly due to variations in manufacturing operations. Pfizer defines "much lower" as a decrease of more than 10% compared to the previous year.
Groundwater	Not relevant			Pfizer does not discharge to groundwater.
Third-party destinations	Relevant	7,648	About the same	Pfizer's discharge to third party (municipal) wastewater treatment facilities decreased by 1% compared to 2020. We do not discharge any wastewater to other organizations for further use. Going forward, we anticipate

				some near-term increases in water discharge due to increased production, but we will continue to work to offset these increases through improvements in water management and the implementation of conservation projects. Pfizer defines "about the same" as an increase or decrease between 0% and 3% when compared to the previous year.

W1.2j

(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain
Tertiary treatment	Relevant	1,157	Lower	1-10	Ten Pfizer sites provide onsite tertiary treatment of wastewater prior to discharge. The volume of wastewater to which tertiary treatment was applied in 2021 was 10% lower than 2020 due to water conservation initiatives at some of our sites, including our site in

					Ringaskiddy, Ireland. This volume represents approximately 5% of our total wastewater discharge. Pfizer defines "lower" as a decrease of 2% to 10% compared to the previous year.
Secondary treatment	Relevant	757	Lower	11-20	Eight Pfizer sites provide onsite secondary treatment of wastewater prior to discharge. The volume of wastewater processed through secondary treatment at Pfizer facilities in 2021 decreased by 7% compared to 2020 due to water discharge reductions related to production and weather variations. This volume represents 3% of our

					total wastewater discharge. Pfizer defines "lower" as a decrease of 3% to 10% compared to the previous year.
Primary treatment only	Relevant	135	Lower	1-10	Two Pfizer sites, less than 1% in terms of water discharge volume, provide onsite primary treatment of wastewater prior to discharge to municipal/third party wastewater treatment plants. The volume of wastewater processed through primary treatment prior to offsite discharge decreased by 6% in 2021 compared to 2020 due to water discharge reductions related to production and weather

					variations. Pfizer defines "lower" as a decrease of 3% to 10% compared to the previous year.
Discharge to the natural environment without treatment	Relevant	15,579	Much lower	61-70	Pfizer's discharges to the natural environment include non-contact cooling water and utility wastewaters (e.g., cooling tower blowdown and boiler blowdown). This water is monitored to ensure compliance with the sites' discharge permits (e.g., temperature, turbidity, etc.). The volume of water discharged from Pfizer sites to the natural environment decreased by 23% compared to 2020, primarily due to a reduction in non-contact cooling water

					at the Kalamazoo, Michigan site. The Kalamazoo site, which accounts for 94% of Pfizer's non-contact cooling water use, ran 14% fewer fermentation lots in 2020 as their focus shifted to vaccine production. Pfizer defines "much lower" as a decrease of more than 10% compared to the previous year.
Discharge to a third party without treatment	Relevant	6,713	About the same	51-60	Pfizer's discharges to third parties such as municipal wastewater treatment plants without pre-treatment decreased by 2% as a result of the overall decrease in water withdrawal. Pfizer does not discharge any

					wastewater to other organizations for further use. Pfizer defines "about the same" as a decrease or increase between 0% and 3% when compared to the previous year.
Other	Not relevant				Pfizer does not treat wastewater using any other techniques.

W1.3

(W1.3) Provide a figure for your organization's total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	81,288,000,000	27,342	2,973,008.55826201	We expect water withdrawal to increase near-term, largely due to potential expansions and increased production at our biologics manufacturing sites. In addition, as noted in Pfizer's 1Q 2022 results report (https://s28.q4cdn.com/781576035/files/doc_financials/2022/q1/Q1-2022-PFE-Earnings-Release.pdf), the company has reaffirmed its full-year 2022 financial guidance for revenues of $98.0 to $102.0 billion. Overall, we anticipate an increase in our water withdrawal efficiency.

W1.4

(W1.4) Do you engage with your value chain on water-related issues?

Yes, our suppliers
Yes, our customers or other value chain partners

W1.4a

(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

Row 1

% of suppliers by number

1-25

% of total procurement spend

26-50

Rationale for this coverage

At Pfizer, responsible supply chain management is core to how we do business. Our suppliers share their water stewardship program information through our supplier review program. We assess suppliers against a specific set of criteria to determine the level of oversight required from an environmental, health and safety perspective, including frequency and level in which the supplier is audited. Through these periodic audits, we verify that our suppliers operate in compliance with laws and in alignment with Pfizer's Supplier Conduct Principles and the Pharmaceutical Supply Chain Initiative (PSCI) Principles for Responsible Supply Chain Management. Suppliers are required to participate in our supplier review program in order to continue doing business with Pfizer. These audits include a review of the supplier's water stewardship program, including goals and KPIs. Through a combination of remote and on-site audits we assessed EHS performance for 122 supplier facilities in 2021.

Additionally, recognizing the threat to human health from antimicrobial resistance (AMR), we are committed to the AMR Industry Alliance (AMRIA) roadmap which demonstrates our commitment to manufacture our products responsibly and to provide transparency into our actions. We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations (PNEC)) at approximately 100 supplier locations as part of our commitment to help supplier antibiotic production sites achieve published wastewater PNECs by the end of 2025.

In 2022 we published a Water Stewardship Position Statement where we outlined a program to engage with our key suppliers in water stressed areas to encourage them to develop and implement water stewardship plans aligned to international standards.

Impact of the engagement and measures of success

We have implemented a multipronged approach to supplier engagement, embedding environmental sustainability criteria in our vendor selection processes, strengthening expectations within contracts, and working with key suppliers of goods and services to drive environmental sustainability initiatives.

We review progress on these commitments through our EHS audit program. These audits include a review of the supplier's water stewardship program, including goals and KPIs. Through a combination of remote and on-site audits we assessed EHS performance for 122 supplier facilities in 2021. The audit results are used to make business decisions. For instance, in 2021, of the suppliers audited, 5 were identified as not meeting Pfizer's expectations for EHS performance, resulting in Pfizer not pursuing business with those suppliers. We have worked with the others to establish action plans to mitigate risks and continue to monitor implementation progress. We measure our success in terms of the progress made in our supplier's action plans.

As part of our commitments to AMR Industry Alliance (AMRIA) roadmap we have demonstrated that the majority of our supplier antibiotic production sites are meeting science-based discharge targets (known as Predicted No Effect Concentrations (PNEC)) and we are working with others to drive action plans to achieve these targets by the end of 2025.

Comment

W1.4b

(W1.4b) Provide details of any other water-related supplier engagement activity.

Type of engagement

Innovation & collaboration

Details of engagement

Encourage/incentivize innovation to reduce water impacts in products and services

% of suppliers by number

1-25

% of total procurement spend

26-50

Rationale for the coverage of your engagement

Pfizer is a founding member of the Pharmaceutical Supply Chain Initiative (PSCI), a collaboration of 53 pharmaceutical companies whose purpose is to define, implement and champion responsible supply chain practices. The PSCI Principles for Responsible Supply Chain Management set the standard for human rights, ethics, labor, health and safety, environment, and related management systems. In particular, the Principles articulate the members' expectations for suppliers to operate in a manner that minimizes adverse impacts on the environment, including ensuring the safe handling of wastewater discharge and preventing and mitigating releases to the environment. Pfizer has incorporated the PSCI Principles into our supply agreement templates and our Supplier Conduct Principles.

Impact of the engagement and measures of success

PSCI members work together to audit supplier compliance with the Principles and to build supplier capabilities through annual conferences, webinars and the provision of a resource library. In 2021, PSCI's programming continued to grow despite the second year of the COVID-19 pandemic, which limited our ability to travel. In 2021 PSCI had over 2,800 capability-building interactions with suppliers, particularly via PSCI supplier conferences, which included 7 half days, 30 sessions and over 2000 attendees. In addition, 17 expert webinars were held, with 850 attendees.

Comment

W1.4c

(W1.4c) What is your organization's rationale and strategy for prioritizing engagements with customers or other partners in its value chain?

Pfizer works closely with our customers to address their sustainability and water-related requests.

As a founding member of the AMR (Antimicrobial Resistance) Industry Alliance Manufacturing Working Group, Pfizer has partnered with peer companies, many of whom may also be our customers, and key stakeholders to establish and implement a common framework for managing antibiotic discharge. As a result, the AMR Industry Alliance in June 2022 published its *Antibiotic Manufacturing Standard: Minimizing risk of developing antibiotic resistance and aquatic ecotoxicity in the environment resulting from the manufacturing of human antibiotics*. The Standard, facilitated by BSI Standards Limited (BSI), provides clear guidance to manufacturers in the global antibiotic supply chain to support the responsible manufacture of antibiotics, helping to minimize the risk of AMR in the environment.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

Yes, fines

W2.2a

(W2.2a) Provide the total number and financial value of all water-related fines.

Row 1

Total number of fines

1

Total value of fines

50

% of total facilities/operations associated

1.7

Number of fines compared to previous reporting year

Lower

Comment

In 2021 our Sanford, North Carolina facility was fined $50 by the local wastewater authority for exceeding the site's effluent pH limit. In 2020 Pfizer received 3 water-related fines totalling approximately $8500.

W2.2b

(W2.2b) Provide details for all significant fines, enforcement orders and/or other penalties for water-related regulatory violations in the reporting year, and your plans for resolving them.

W3. Procedures

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Value chain stage

Direct operations

Coverage

Full

Risk assessment procedure

Water risks are assessed as part of an established enterprise risk management framework

Frequency of assessment

Annually

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Tools on the market
International methodologies and standards
Other

Tools and methods used

WRI Aqueduct
IPCC Climate Change Projections
Internal company methods
External consultants
Other, please specify
Swiss Re CatNet; FEMA Flood Zone Maps

Contextual issues considered

Water availability at a basin/catchment level
Water quality at a basin/catchment level
Stakeholder conflicts concerning water resources at a basin/catchment level
Implications of water on your key commodities/raw materials
Water regulatory frameworks
Status of ecosystems and habitats
Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered

Customers
Employees
Investors
Local communities
NGOs
Regulators
Suppliers
Water utilities at a local level
Other water users at the basin/catchment level

Comment

Multiple tools are used at the corporate and site levels to assess water-related risks. Site-specific surveys are conducted to assess site operations and water management practices. Each Pfizer site is also required to maintain a business continuity program that assesses local municipality risk, other supply risk, and wastewater treatment risks, and to address these risks in site-specific business continuity strategy plans. At the corporate level, Pfizer has a detailed risk review process that assesses short, medium and long-term acute and chronic water risks.

In 2022 Pfizer published a Water Stewardship Position Statement where we stated our commitment to assessing water stress of our internal sites and key suppliers. Our

position statement can be found on our website at: https://cdn.pfizer.com/pfizercom/Pfizer_Water_Stewardship_Public_Position_Statement_2022.pdf.

Value chain stage

Supply chain

Coverage

Partial

Risk assessment procedure

Water risks are assessed as part of an established enterprise risk management framework

Frequency of assessment

Annually

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Tools on the market
International methodologies and standards
Other

Tools and methods used

WRI Aqueduct
IPCC Climate Change Projections
Internal company methods
Other, please specify
Swiss Re CatNet; FEMA Flood Zone Maps

Contextual issues considered

Water availability at a basin/catchment level
Water quality at a basin/catchment level
Stakeholder conflicts concerning water resources at a basin/catchment level
Implications of water on your key commodities/raw materials
Water regulatory frameworks
Status of ecosystems and habitats
Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered

Customers
Employees
Investors
Local communities
NGOs
Regulators

Suppliers
Water utilities at a local level
Other water users at the basin/catchment level

Comment

Pfizer has a detailed risk review process that assesses short, medium and long-term acute and chronic water risks for our supply chain. To date we have completed assessments for more than 5,000 contract manufacturers and material suppliers.

Additionally, recognizing the threat to human health from antimicrobial resistance (AMR), we are committed to the AMR Industry Alliance (AMRIA) roadmap, which demonstrates our commitment to manufacture our products responsibly and to provide transparency into our actions. We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations (PNEC)) at approximately 100 supplier locations as part of our commitment to help supplier antibiotic production sites achieve published wastewater PNECs by the end of 2025.

In 2022 we published a Water Stewardship Position Statement where we outlined a program to engage with our key suppliers in water stressed areas to encourage them to develop and implement Water Stewardship Plans aligned to international standards. Our position statement can be found on our website at https://cdn.pfizer.com/pfizercom/Pfizer_Water_Stewardship_Public_Position_Statement_2022.pdf.

Value chain stage

Other stages of the value chain

Coverage

Partial

Risk assessment procedure

Water risks are assessed as a standalone issue

Frequency of assessment

Annually

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Other

Tools and methods used

Internal company methods
External consultants

Contextual issues considered

Water quality at a basin/catchment level

Water regulatory frameworks
Other, please specify
Risk of pharmaceuticals in the environment

Stakeholders considered

Customers
Employees
Investors
Local communities
NGOs
Regulators
Suppliers
Water utilities at a local level
Other water users at the basin/catchment level

Comment

Pfizer has a risk assessment program to evaluate potential risks associated with pharmaceuticals in the environment, including water systems. Recognizing the threat to human health from antimicrobial resistance (AMR), we are committed to the AMR Industry Alliance (AMRIA) roadmap, which demonstrates our commitment to manufacture our products responsibly and to provide transparency into our actions. We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations (PNEC)) at approximately 100 supplier locations as part of our commitment to help supplier antibiotic production sites achieve published wastewater PNECs by the end of 2025.

W3.3b

(W3.3b) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Direct Operations:

1) We use the WRI Aqueduct, WBCSD, and IPCC Global Water tools every 3-5 years to identify water-related risks with the potential to have substantive financial or strategic impact to the business. For WRI Aqueduct, we take into account all the tool indicators in our assessment, including those related to water scarcity, water quality, environmental flows, and the accessibility of water.

2) We perform a site-level assessment of water-related system operations and program management using an assessment methodology and risk weighting factors specific to the pharma industry developed with input from WRI, WSP and Antea (among others). As part of the site level assessment, Pfizer's Business Continuity Program undertakes a multi-step review of water supply for both production and fire protection for all Pfizer operations. Sites are also mapped against published flood maps and recommendations are made regarding flood prevention. Business continuity methodology is used to identify critical processes and products and then complete a dependency analysis/risk assessment. After applying this process, sites found to be vulnerable to water stress are required to develop water stewardship and business

continuity plans. These assessments are conducted annually, or more frequently if there are significant changes to a facility.
3) Subject matter experts conduct conduct focused reviews for sites determined to be at higher risk. Information from this process is then reviewed annually at the enterprise level through Pfizer's Operational Risk Evaluation process.

Value Chain:
Similar to our sites, we assess water stress of key suppliers by performing analyses using recognized international frameworks and tools such as WRI Aqueduct and IPCC Global Water. As stated in our Water Stewardship Position Statement, we work with our key suppliers in water stressed areas to encourage them to develop and implement water stewardship plans aligned to international standards. Key suppliers include manufacturers of API, Intermediates and regulatory starting materials.

Pfizer also assesses short, medium and long-term acute and chronic water risks for our supply chain as part of our Business Resilience program and to date has completed assessments for more than 5,000 contract manufacturers and material suppliers. In addition, we are committed to the Antimicrobial Resistance AMR Industry Alliance (AMRIA) roadmap. We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations (PNEC) at approximately 100 supplier locations and have set expectations for antibiotic production sites to achieve published wastewater PNECs by the end of 2025.

Contextual issues included in our assessment and why:
- Water availability and water quality: A reliable supply of good quality water is critical to Pfizer's operations.
- Stakeholder conflicts: Where required, withdrawal (supply) permits are maintained. Site EHS teams track local water issues.
- Implications of water on your key commodities/raw materials: A reliable supply of potable drinking water is critical to many of our suppliers. Pfizer requests that key suppliers complete assessments of water risk, including the effectiveness of controls to prevent discharges of pharmaceuticals to the environment.
- Regulatory frameworks: Pfizer is committed to compliance with all applicable EHS laws in all countries in which we operate. Changes in regulatory requirements are factored into site risk assessments.
- Status of ecosystems and habitats: Included where relevant and identified through local knowledge and engagement with local regulators.
- Access to WASH services for all employees: Pfizer's Global EHS Standards require all facilities to provide safe, fully functioning WASH services for all employees.

Stakeholders considered and why:
- Customers: Our customers rely upon access to clean drinking water to use our products.
- Employees: Employee wellbeing, including access to water, is key to Pfizer success.
- Investors and NGOs: Investors and public health NGOs have called for increased scrutiny of the suppliers of antibiotics to assess wastewater management practices as an additional measure against antimicrobial resistance (AMR).

- Other water users: Other water users at a basin/catchment level are relevant to Pfizer from both an operational and reputational perspective and are taken into consideration in our risk assessment process.
- Regulators: Through our trade associations, Pfizer seeks to influence EU regulators to adopt science-based regulations for the Water Framework Directive.
- Suppliers: Pfizer has a detailed risk review process that assesses short, medium and long-term acute and chronic water risks for our supply chain.
- Water utilities: Local stakeholder issues concerning water or other critical utilities are raised to the management level, and risks assessed.

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes, only in our value chain beyond our direct operations

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

For the purposes of this response, Pfizer defines “substantive” water-related risk as any impact that could adversely impact the company’s business or financial condition or disrupt, delay or inhibit the supply of products designated as financially critical, medically necessary, and/or medically significant. For risks that can be evaluated financially, Pfizer has applied a threshold of $100MM for considering a risk substantive in this context. Pfizer applies these criteria when assessing both direct and indirect risks and opportunities. Pfizer also considers areas posing reputational risk to the company.

CDP's phrasing of "substantive" and our response to questions presenting "substantive" risks should not be considered to relate to matters or facts that could be deemed “material” to a reasonable investor as referred to under U.S. securities laws or similar requirements of other jurisdictions. Investors should refer to disclosures in our Annual Report on Form 10-K ("10-k") and in our other filings with the US Securities and Exchange Commission, including our quarterly reports on Form 10-Q and our current reports on Form 8-K, for a discussion of "material" matters.

W4.1b

(W4.1b) What is the total number of facilities exposed to water risks with the potential to have a substantive financial or strategic impact on your business, and what proportion of your company-wide facilities does this represent?

	Total number of facilities exposed to water risk	% company-wide facilities this represents	Comment
Row 1	0	Less than 1%	None of the manufacturing or research and development sites under Pfizer's operational control are exposed to a potential water-related impact that exceeds our threshold of $100MM for considering a risk substantive.

W4.1c

(W4.1c) By river basin, what is the number and proportion of facilities exposed to water risks that could have a substantive financial or strategic impact on your business, and what is the potential business impact associated with those facilities?

Country/Area & River basin

Number of facilities exposed to water risk

0

% company-wide facilities this represents

Less than 1%

% company's total global revenue that could be affected

Less than 1%

Comment

None of the manufacturing or research and development sites under Pfizer's operational control are exposed to a potential water-related impact that exceeds our threshold of $100MM for considering a risk substantive.

W4.2a

(W4.2a) Provide details of risks identified within your value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.

Country/Area & River basin

India

Other, please specify

Multiple basins

Stage of value chain

Supply chain

Type of risk & Primary risk driver

Reputation & markets

Increased stakeholder concern or negative stakeholder feedback

Primary potential impact

Supply chain disruption

Company-specific description

A number of reports have highlighted concerns about chemical/pharmaceutical pollution (including antibiotics) in water courses in proximity to some chemical/pharmaceutical suppliers in India as well as globally. These reports increased the focus on pharmaceutical manufacturing facilities as a potential contributor to the antimicrobial resistance (AMR) issue.

As stated in our Water Stewardship Position Statement, published in January 2022, limiting the presence of pharmaceuticals in the environment is an environmental priority for Pfizer. Therefore, we remain committed to the AMR Industry Alliance (AMRIA) Roadmap, including demonstrating the responsible manufacturing of our products and providing greater transparency to our actions. We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations or PNECs) at approximately 100 supplier locations as part of our commitment to help our suppliers achieve published wastewater PNECs by the end of 2025.

Pfizer led the development of an industry standard with the sponsorship of AMRIA. In June 2022, AMRIA published its Antibiotic Manufacturing Standard, "Minimizing risk of developing antibiotic resistance and aquatic ecotoxicity in the environment resulting from the manufacturing of human antibiotics". The Standard, facilitated by BSI Standards Limited (BSI), provides clear guidance to manufacturers in the global antibiotic supply chain to ensure that their antibiotics are made responsibly, helping to minimize the risk of AMR in the environment. BSI facilitated the development of the Standard by working with the Alliance and a number of industry stakeholders.

The Standard requires antibiotic manufacturers to have effective environmental management systems and to ensure PNECs, or the level at which an antibiotic substance is predicted to not have an adverse effect on the environment, are met. To provide further guidance and quality assurance, the Alliance and BSI will also develop a certification scheme that will enable antibiotic manufacturers to demonstrate, through independent third-party evaluation, that the requirements of the Standard have been satisfied. Through our Supplier Conduct Principles and supply agreements we require suppliers to minimize and abate any adverse environmental impacts from their operations. We will expect our suppliers to apply the Standard to their operations to help satisfy this requirement.

Timeframe

4-6 years

Magnitude of potential impact

Medium

Likelihood

Virtually certain

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

100,000,000

Potential financial impact figure - minimum (currency)

Potential financial impact figure - maximum (currency)

Explanation of financial impact

The financial impact is the approximate estimated cost to implement additional wastewater treatment controls for antibiotics at Pfizer's internal sites globally and to oversee implementation of controls at supplier sites.

Primary response to risk

Direct operations
Increase capital expenditure

Description of response

We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations or PNECs) at approximately 100 supplier locations and are working to ensure that supplier antibiotic production sites achieve published wastewater PNECs by the end of 2025.

Cost of response

Explanation of cost of response

The financial impact is the estimated cost to implement additional wastewater treatment controls for antibiotics at Pfizer's internal sites globally and to oversee implementation of controls at supplier sites.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain

Row 1	Risks exist, but no substantive impact anticipated	None of the manufacturing or research and development sites under Pfizer's operational control are exposed to water risks that have a potential impact that exceeds our threshold of $100MM for considering a risk substantive.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Efficiency

Primary water-related opportunity

Improved water efficiency in operations

Company-specific description & strategy to realize opportunity

Pfizer established a public resource efficiency goal targeting a 5% reduction in water withdrawal excluding non-contact cooling water by 2020 compared to our 2012 baseline. We exceeded our 2020 goal, reducing water withdrawal across our operations by 19% from a 2012 baseline, even as production has increased at our internal sites. We reduced our water withdrawal excluding non-contact cooling water by an additional 1.7% in 2021. Pfizer requires our manufacturing and research and development sites to maintain site master plans that identify opportunities to reduce their environmental footprint. Sites are expected to set annual performance targets and to identify, prioritize, and implement water conservation projects to offset increases due to increased production. Project information is entered into a global database where it is monitored by sustainability champions at the site, business, and corporate level. Progress is reported to business leadership quarterly.

Estimated timeframe for realization

1 to 3 years

Magnitude of potential financial impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

11,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact

Pfizer has reduced water withdrawal. Savings are related to a reduction in water and wastewater treatment costs. In 2021, Pfizer achieved an annual savings of approximately $11,000 (97,000 cubic meters of water) as a result of water conservation projects. The potential financial impact represents approximate estimated annual savings from the implementation of new conservation projects.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of business dependency on water Description of business impact on water Reference to international standards and widely-recognized water initiatives Company water targets and goals Commitment to align with public policy initiatives, such as the SDGs Commitments beyond regulatory compliance Commitment to stakeholder awareness and education	Our recently published Water Stewardship Position Statement acknowledges the global significance of access to clean water and reiterates Pfizer's commitment to conserving water. Specifically, in water-stressed areas, conservation includes minimizing water withdrawal, mitigating potential impact on water quality from our own operations and those of our supply chain, and responsibly managing discharges to water. Responsible water stewardship has long been a company priority, and our stewardship efforts align with the six core elements of the UN Global Compact Water Mandate (direct operations, supply chain and watershed management, collective action, public policy, community engagement, and transparency). Our stewardship of water includes reducing freshwater use in internal operations, mitigating the impact of our water discharges, and encouraging our suppliers to responsibly manage their water use and discharge. Water conservation remains a priority and is even more critical in water stressed areas.

		Commitment to water stewardship and/or collective action Acknowledgement of the human right to water and sanitation Recognition of environmental linkages, for example, due to climate change	The policy states our priorities for our internal and supplier sites: 1. Assessment of water stress; 2. Development and implementation of Water Stewardship Plans; 3. Collective action and community involvement. Our water risk assessment process relies on several tools that incorporate climate-related scenario analysis such as WRI Aqueduct and the WBCSD Global Water Tool. These tools model the impacts of water availability under various climate scenarios and are used to assess water stress/scarcity and identify risks at Pfizer's internal and supplier sites. This analysis is then used to inform business continuity planning. Our policy also addresses issues related to water quality and establishes our commitment and goals related to responsibly managing wastewater discharges from our internal sites, assessing discharges from supplier sites, and continuing to advance industry standards such as the AMR Industry Alliance "Antibiotic Manufacturing Standard: Minimizing risk of developing antibiotic resistance and aquatic ecotoxicity in the environment resulting from the manufacturing of human antibiotics" published in June 2022. In addition, the right to a healthy environment, including the right to water and sanitation is recognized in our Corporate Humans Rights Policy Statement. Our commitment to sustainability is embedded in our corporate and financial strategies and is aligned with the SDGs as outlined in our 2021 ESG report. 1, 2, 3

[1]Pfizer_Human-Rights-Policy Statement-Aug-2020.pdf

[2]Pfizer_Water_Stewardship_Public_Position_Statement_2022.pdf

[3]Pfizer_ESG_2021_Final.pdf

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual	Please explain

Board-level committee	The Governance & Sustainability Committee of the Board provides oversight of Pfizer's ESG strategy and reporting. The committee, composed solely of independent directors, is regularly updated by management on corporate social responsibility, sustainability, philanthropy, and the Company's participation and visibility as a global corporate citizen.
Board-level committee	The Regulatory & Compliance Committee (RCC) of the Board of Directors receives reports on key risks, which may include water-related risks such as pharmaceuticals in the environment, from the Pfizer Global Supply (PGS) Quality & Compliance Committee (PGS QCC).
Board-level committee	Pfizer's Enterprise Risk Management (ERM) program provides a framework for risk identification and management of significant risks, including risks related to climate change and the long-term sustainability of Pfizer's business. Each risk is assigned to a member or members, as appropriate, of our Executive Leadership Team. The Audit Committee (AC) of the Board of Directors has primary responsibility for overseeing Pfizer's ERM program. Periodically, the Regulatory and Compliance Committee and the Audit Committee hold joint sessions to discuss risks relevant to both Committees' areas of risk oversight, including an annual discussion of the ERM program. The Board is kept informed of its committees' risk oversight and other activities through reports by the Committee Chairs to the full Board.
Chief Executive Officer (CEO)	Pfizer's CEO has embedded Environmental, Social & Governance (ESG) principles into the company's core operations. The CEO chairs the Executive Compliance Committee (ECC), the company's highest-level internal compliance committee. The ECC receives updates from the Pfizer Global Supply (PGS) Quality & Compliance Committee (PGS QCC) on priority risks and related mitigation, which may include those related to climate change and pharmaceuticals in the environment.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Reviewing and guiding risk management policies Reviewing and guiding strategy	Pfizer's enterprise EHS risk program is managed by the Global EHS team in partnership with Legal and with active engagement from a cross disciplinary team of leaders representing Engineering, Facilities, Sourcing, and scientific and manufacturing lines. Through the Global EHS Operational Risk Review process, key risks are escalated to the Pfizer's Global Supply (PGS) Quality & Compliance Committee (PGS QCC). PGS QCC reports key risks, including those related

		Reviewing and guiding corporate responsibility strategy	to climate change, to the Executive Compliance Committee, chaired by the CEO, and to the Regulatory Compliance Committee (RCC) of the Board of Directors. The PGS QCC risk management process also informs Pfizer's Enterprise Risk Management (ERM) program, overseen by the Audit Committee of the Board of Directors. Pfizer's ERM program provides a framework for the identification and management of significant risks, including risks related to climate change and the long-term sustainability of the business. Each risk is assigned to a member or members, as appropriate, of Pfizer's Executive Leadership Team. The Audit Committee of the Board of Directors has primary responsibility for overseeing Pfizer's ERM program. Periodically, the Regulatory and Compliance Committee and the Audit Committee hold joint sessions to discuss risks relevant to both Committees' areas of risk oversight, including an annual discussion of the ERM program. The Board is kept informed of its committees' risk oversight and other activities through reports by the committee chairs to the full Board. In addition, Pfizer's Sustainability Steering Committee, co-chaired by the Chief Sustainability Officer and ESG Lead, provides formal oversight and an accountability mechanism for ESG and climate-related risks and opportunities and is responsible for strategy implementation. The Sustainability Steering Committee reports on priorities and progress to the Board of Directors Governance & Sustainability Committee, which provides oversight of the Company's environmental, social and governance strategy and reporting, and corporate citizenship matters.

W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues

Row 1	Yes	Pfizer's Board of Directors is composed of a diverse group of esteemed medical professionals, scientists, academics, and business leaders with skills, experience and academic training that provides them with general competence to advise on environmental sustainability matters, including water-related issues, related to Pfizer’s operations and business strategy. Additional information on the skills and experience of Pfizer’s board members can be found on Pfizer's website (Pfizer.com).

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

Other C-Suite Officer, please specify

Executive Vice President, Chief Global Supply Officer

Responsibility

Assessing water-related risks and opportunities

Managing water-related risks and opportunities

Frequency of reporting to the board on water-related issues

Annually

Please explain

The Executive Vice President, Chief Global Supply Officer leads Pfizer’s manufacturing division and Global EHS, which has primary responsibility for environmental sustainability issues including climate change and water. Product manufacturing, managed by Pfizer Global Supply (PGS), accounts for >95% of the company’s water withdrawal. Environmental sustainability has been integrated into the overarching PGS strategy and water withdrawal is monitored as a key performance indicator. Performance is included in a monthly dashboard reviewed by the Executive Vice President, Chief Global Supply Officer.

Name of the position(s) and/or committee(s)

Other committee, please specify

Sustainability Steering Committee

Responsibility

Other, please specify

Overseeing implementation of next generation goals and strategy alignment of ESG strategy and climate.

Frequency of reporting to the board on water-related issues

Quarterly

Please explain

Pfizer's Sustainability Steering Committee, co-chaired by our Chief Sustainability Officer and ESG Lead, provides formal oversight and an accountability mechanism for ESG. The committee is sponsored by the Executive Vice President, Corporate Affairs, who reports directly to the Chief Executive Officer and regularly communicates progress to the Governance & Sustainability Committee of the Board.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	No, and we do not plan to introduce them in the next two years	

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

Yes, trade associations

Yes, funding research organizations

Yes, other

W6.5a

(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

Pfizer is a member of several industry and trade groups that represent both the pharmaceutical industry and the business community at large in an effort to bring about consensus on broad policy issues that can impact Pfizer's business objectives and ability to serve patients. Our support of these organizations and any tax-exempt organizations that write and endorse model legislation is evaluated annually by the company's U.S. Government Relations leaders based on these organizations' expertise in healthcare policy and advocacy and support of key issues of importance to Pfizer. In addition to their positions on health care policy issues, we realize these organizations may engage in a broad range of other issues that extend beyond the scope of what is of primary importance to Pfizer. If concerns arise about a particular issue, we convey our concerns, as appropriate, through our colleagues who serve on the boards and committees of these groups. We believe there is value in making sure our positions on issues important to Pfizer and our industry are communicated and understood within those organizations. Pfizer's participation as a member of these various industry and trade groups comes with the understanding that we may not always agree with the positions of the larger organization and/or other members.

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

Yes (you may attach the report - this is optional)

Pfizer_ESG_2021_Final.pdf

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	11-15	Pfizer is committed to minimizing water withdrawal and responsibly managing discharges to water from our own and our suppliers' operations as described in our Water Stewardship Position Statement (https://cdn.pfizer.com/pfizercom/Pfizer_Water_Stewardship_Public_Position_Statement_2022.pdf). Our commitment to water stewardship is embedded in our operations and long term strategies. Pharmaceuticals in the environment (PIE) is the signature environmental issue for our industry. Recognizing the threat to human health from antimicrobial resistance (AMR, we have a significant focus on antibiotics. We are committed to demonstrating that our internal and supplier antibiotic production sites achieve published wastewater Predicted No Effect Concentrations (PNECs) by the end of 2025. Additionally, Pfizer helped lead the development of an industry standard, sponsored by the Antimicrobial Resistance Industry Alliance (AMRIA), that provides guidance for responsible antibiotic manufacturing. We intend to certify our antibiotics to this standard. Water-related risks are assessed at the site level as part of business continuity programs. Risks identified through these annual assessments are addressed in site-specific plans and capital planning processes as required.

			Capital projects, including new construction and office space are reviewed against sustainability design principles, including water conservation considerations.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	11-15	Pfizer is committed to our internal network and supplier antibiotic production sites achieving published wastewater Predicted No Effect Concentrations (PNECs) by the end of 2025. To date, we have assessed wastewater discharges at our internal sites and approximately 100 supplier sites. Pfizer participated in the development of an industry standard, sponsored by the Antimicrobial Resistance Industry Alliance (AMRIA), that provides guidance for responsible antibiotic manufacturing. We intend to certify our antibiotics to this standard. Water-related risks are assessed at the site level as part of business continuity programs and at the global level through climate-related scenario analysis. Risks identified through these assessments are addressed in site-specific plans and capital planning processes as required.
Financial planning	Yes, water-related issues are integrated	5-10	Pfizer is committed to demonstrating that our internal and supplier antibiotic production sites achieve published wastewater Predicted No Effect Concentrations (PNECs) by the end of 2025 and has committed the resources at our internal sites where necessary to achieve our goal. Water-related risks are assessed at the site level as part of business continuity programs and at the corporate level through climate-related scenario analysis. Any risks identified through these annual assessments are addressed in site-specific business continuity plans and capital planning as required. Water-related risk is also considered in siting new facilities and is reviewed as part of due diligence for acquisitions.

W7.2

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

0

Anticipated forward trend for CAPEX (+/- % change)

0

Water-related OPEX (+/- % change)

0

Anticipated forward trend for OPEX (+/- % change)

0

Please explain

Capital and operating expenditures have remained relatively flat across the organization. Water costs represent less than 1% of Pfizer's CAPEX and OPEX spend. These costs include payments for utilities as well as investments in water conservation projects.

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

	Use of scenario analysis	Comment
Row 1	Yes	Pfizer initiated qualitative and quantitative climate scenario analysis aligned with TCFD recommendations in 2021. In addition, our water risk assessment process also relies on several tools that incorporate climate-related scenario analysis such as WRI Aqueduct and the WBCSD Global Water Tool. These tools model the impacts of water availability under various climate scenarios and are used to assess water stress/scarcity and identify risks at Pfizer's internal and supplier sites. This analysis is then used to inform business continuity planning.

W7.3a

(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization's business strategy.

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Climate-related	We considered both direct operations and suppliers in our analysis with no geographical limitations. We selected Representative Concentration Pathways (RCP) 2.6 and 8.5, applied time horizons of 2030 and 2050, and focused our analysis on our operations in the United States. Under RCP 2.6 (very stringent), we assumed	The projected impacts to Pfizer's US operations under RCP 2.6 are minimal. Anticipated water-related impacts under RCP 8.5 include increased operating costs, including increased water withdrawal for cooling, and potential disruption to	Pfizer's sites manage potential risks through business continuity programs. Controls such as flood prevention, severe weather protection, and alternative supply sources are integrated into site

		global mean sea levels rise 12.6 cm by 2030 and 21.7 cm by 2050, and that rising temperatures had limited impact on our operations. For RCP 8.5 (business as usual), we assumed global mean sea level rise of 13.5 cm by 2030 and 26.8 cm by 2050, and that coastal US states are impacted by higher storm surge, flooding, and increased numbers of hurricanes and tropical storms.	operations as a result of severe weather events.	planning as necessary.

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

No, but we are currently exploring water valuation practices

Please explain

Pfizer is exploring the use of an internal price on water and will implement if determined to be beneficial to progressing conservation efforts.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	No, but we plan to address this within the next two years	Other, please specify Currently working on developing product sustainability criteria.	To support environmental footprint reduction efforts, Pfizer is conducting life cycle assessments (LCAs) across our small molecule, large molecule, and device portfolios. Guided by these assessments, we are working to define environmental sustainability criteria across the product lifecycle.

W8. Targets

W8.1

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Company-wide targets and goals Business level specific targets and/or goals Site/facility specific targets and/or goals	Targets are monitored at the corporate level Goals are monitored at the corporate level	Pfizer is committed to performing assessments of water stress for our internal sites and key suppliers on a regular cadence using recognized international frameworks and to develop and implement water stewardship plans aligned to international standards for sites in water-stressed areas. We are working to establish timelines and target for plan development. Pfizer has established an internal goal to reduce water withdrawal, excluding non-contact cooling water, 5% by 2030 compared to a 2019 baseline. Sites in the Pfizer Global Supply network, which account for approximately 95% of Pfizer's water withdrawal, are required to set site annual water withdrawal targets. Progress toward these targets is monitored quarterly at the site, business unit, and divisional level. We are committed to responsibly managing wastewater discharges from our internal sites and assessing discharges from supplier sites by demonstrating that our internal and supplier antibiotic production sites achieve published wastewater Predicted No Effect Concentrations (PNECs) by the end of 2025. Progress against our internal and external targets is monitored quarterly and communicated to business leadership through risk mitigation plan updates.

W8.1a

(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.

Target reference number

Target 1

Category of target

Water withdrawals

Level

Business

Primary motivation

Reduced environmental impact

Description of target

Pfizer has established an internal target to reduce water withdrawal, excluding non-contact cooling water, 5% by 2030 compared to a 2019 baseline. Manufacturing sites, which account for approximately 95% of Pfizer's water withdrawal, are required to set annual water withdrawal targets and to maintain site masterplans which include water conservation projects.

Quantitative metric

Absolute reduction in total water withdrawals

Baseline year

2019

Start year

2020

Target year

2030

% of target achieved

100

Please explain

Pfizer's 2021 water withdrawal excluding non-contact cooling water decreased 6% compared to a 2019 baseline. Water withdrawal for 2021 was lower than anticipated due to the pivot to COVID vaccine manufacturing at our Kalamazoo, Michigan facility. We anticipate water withdrawal to increase slightly in 2022 and 2023 and will continue to monitor progress toward the 5% target.

W8.1b

(W8.1b) Provide details of your water goal(s) that are monitored at the corporate level and the progress made.

Goal

Engagement with suppliers to help them improve water stewardship

Level

Company-wide

Motivation

Reduced environmental impact

Description of goal

Demonstrating that our internal and supplier antibiotic production sites achieve published wastewater Predicted No Effect Concentrations (PNECs) by the end of 2025.

Baseline year

2018

Start year

2020

End year

2025

Progress

We have conducted risk assessments against science-based discharge targets (known as Predicted No Effect Concentrations (PNECs)) at approximately 100 supplier locations where antibiotics are manufactured and in 2022 are working with 12 suppliers to implement additional measures to achieve published wastewater PNECs.

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

No, we do not currently verify any other water information reported in our CDP disclosure

W10. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W10.1

(W10.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Executive Vice President, Chief Global Supply Officer	Other C-Suite Officer

W10.2

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

Yes

SW. Supply chain module

SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	81,288,000,000

SW1.1

(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?

No facilities were reported in W5.1

SW1.2

(SW1.2) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?	Comment
Row 1	Yes, for all facilities	

SW1.2a

(SW1.2a) Please provide all available geolocation data for your facilities.

Identifier	Latitude	Longitude	Comment
Kalamazoo	42.289482	-85.578427	Providing geolocation data for facilities relevant to CDP Supply chain members.
Jakarta	-6.351617	106.86345	Providing geolocation data for facilities relevant to CDP Supply chain members.

SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

SW2.2

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

No

SW3.1

(SW3.1) Provide any available water intensity values for your organization's products or services.

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms