

A New Champion for Global Health



Transaction Summary

- Combining in a **Reverse Morris Trust** transaction
- Pfizer shareholders to own **57%** and Mylan shareholders to own **43%** of the combined company
- The new company will be domiciled in the US with **3 global centers** in Pittsburgh, Shanghai and Hyderabad
- Mylan's **Robert J. Coury** will serve as Executive Chairman; Upjohn's **Michael Goettler** as CEO; and Mylan's **Rajiv Malik** as President



★ Global Centers

165+ Countries Served

45K+ Colleagues

80B+ Doses Produced for Patients Globally

~3K Brands and Molecules

Combination Highlights

- Achieves broad global scale** and geographic reach
- Accelerates shared commitments to **expand access to medicine**
- Benefits patients**, payors, governments and health systems

A Portfolio of Trusted Brands

Better positioned against macro global healthcare trends
Sustainable, diverse and differentiated portfolio and pipeline



Financial & Operational Benefits

Enhanced and sustainable cash flows with attractive shareholder returns

Dividend payout from first full quarter after close

Significant potential cost & revenue synergies

Best-in-class global manufacturing, supply platform & R&D capabilities

\$19–20B Expected 2020 Pro Forma Revenue

\$1B Annual Cost Synergies Expected to be Achieved by 2023

>\$4B Expected 2020 Pro Forma Free Cash Flow

Additional Information; Participants in the Solicitation

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 Upjohn 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.

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 the parties may be found in their respective annual reports and proxy statements filed with the SEC, which 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.

Forward Looking Statements

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 and the benefits and synergies of the proposed transaction. Please see our press release announcing the transaction, available here <https://www.pfizer.com/news/press-release>, for additional information regarding forward-looking statements in connection with this communication.