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## From Our CEO



Ian C. Read  
Chairman and CEO

# To Our Stakeholders

Last year I said we would create value in the short and long term by improving the performance of our innovative core, making the right capital allocation decisions, earning respect from society, and continuing to promote an ownership culture of confidence and trust.

Our goal with this annual review is to highlight the actions we are taking and the progress we are making through our four imperatives—to invest in the right areas for growth that take advantage of our core capabilities; to manage how we are allocating our capital; to earn respect from society; and to build an ownership culture that makes the most effective use of our global talent.

## Our 2011 Performance—Hitting All Targets

Our financial performance in 2011 was strong. We met or exceeded every component of our full-year financial guidance, despite the headwinds from a challenging global business environment and the reality of absorbing about \$5 billion in revenue declines due to changes in the patent status of some products, most notably Lipitor in the U.S. We also made substantial progress in our nonfinancial performance indicators, including access to medicines, environmental stewardship and other measures of our social responsibility. Complete information on our 2011 performance can be found [here](#).



## Building Value Through Our Four Imperatives

Our current and future success is rooted in the progress we make in executing against our imperatives. Here is a brief summary of our progress in 2011.

### Improving the Performance of Our Innovative Core

In 2011, we recast our approach to science and innovation. We reduced our adjusted R&D<sup>1</sup> spending by nearly \$1 billion compared with 2010 and embarked on a series of actions designed to increase our probability of success and help us deliver more differentiated products in areas of high unmet medical need and on a smaller and more flexible cost base.

These actions included narrowing our therapeutic areas of focus, improving our ability to identify failures earlier in the research cycle, advancing the most promising compounds in our pipeline, and investing in our R&D network and the capabilities needed to drive [sustainable biomedical innovation](#).

Throughout 2011, we saw a steady cadence of late-stage [pipeline](#) progress, including positive clinical data presentations, regulatory submissions, regulatory approvals and new product launches. We also saw the emergence of a promising mix of early- to mid-stage compounds.

We have five assets that we believe are positioned to be near- and mid-term drivers for our business units—Prenar 13/Prevenar 13 Adult, Eliquis, tofacitinib, Xalkori and Inlyta.

In December 2011, we received U.S. Food and Drug Administration (FDA) approval for the use of Prenar 13 by adults 50 years of age and older. It is now approved in more than 40 countries, including markets within the European Union, and represents a significant expansion of our successful Prenar/Prevenar franchise for preventing pneumococcal disease.

In 2011, Pfizer and our partner, Bristol-Myers Squibb (BMS), received approval in the European Union for Eliquis, a twice-daily oral anticoagulant, for the treatment of blood clots in patients after elective hip- or knee-replacement surgery. In addition, in late 2011, the FDA and the European Medicines Agency accepted for review the Pfizer and BMS applications for Eliquis for an indication in a larger patient population, to prevent strokes in patients with atrial fibrillation. The companies also have submitted that indication for review in Japan.

<sup>1</sup> See the Company's Annual Report on Form 10-K for the year ended December 31, 2011 for the definition of "adjusted income" and its components, including "adjusted research and development expenses", and for a reconciliation of 2011 "adjusted income" and its components to 2011 net income attributable to Pfizer Inc. and its components.



We are pleased with the results we have seen with tofacitinib in the Phase III rheumatoid arthritis (RA) program, which demonstrated efficacy in an extensive clinical program involving more than 5,000 RA patients. The FDA and the European Medicines Agency accepted for review our new drug applications for adult patients with moderately to severely active RA, and we have submitted that indication for review in Japan as well.

In 2011, we launched Xalkori (crizotinib), a treatment for a certain type of lung cancer marked by a specific gene mutation, in the U.S. It is a breakthrough in lung cancer treatment and is the first new drug approved by the FDA for lung cancer in six years. Xalkori represents our first entry into precision medicine—an R&D approach that defines the molecular and biologic predictors of efficacy and then groups patients based on the unique molecular or genetic characteristics of their disease. With this approach, medicines can be developed for better-defined populations of patients, often with superior efficacy when compared to medicines that are developed through non-precision approaches. We expect that in five years many of our late-stage clinical trial starts will reflect a precision medicine R&D approach.

Early in 2012, we received FDA approval for Inlyta for patients with previously treated advanced renal cell carcinoma. With the approval of Inlyta and with other medicines such as Sutent and Xalkori as well as the work under way in finding new treatments in hematology and lung cancer, we are building a leading oncology business.

Behind these therapies, there is a next wave of new molecules in development aimed at significant unmet medical needs, including Alzheimer's disease, Crohn's disease, a range of cancers, severe pain, and cardiovascular and metabolic diseases. We are also investing in several promising vaccine candidates aimed at preventing life-threatening infectious diseases, such as meningitis.

I am encouraged by the depth and breadth of our current pipeline and believe it positions us well for the future.

### **Making the Right Capital Allocation Decisions**

In 2011, we reduced our operating expenses and took several steps to allocate capital in ways that resulted in greater shareholder value. In fact, we returned more than \$15 billion in capital to shareholders through dividend payments of over \$6 billion and stock repurchases of approximately \$9 billion.

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"We expect that in five years many of our late-stage clinical trial starts will reflect a precision medicine R&D approach."

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During 2011, we also embarked upon a rigorous process to look at the long-term value-creation potential of all of our businesses. After completing this process, we determined that our Animal Health and Nutrition businesses are distinct enough from our core businesses that their value may not be fully realized within Pfizer and, therefore, may best be optimized outside. For this reason, we decided to explore strategic alternatives, including a full or partial separation of each of these businesses from Pfizer through a spin-off, sale or other transaction. We have been making good progress and remain on track to announce our strategic decision for each business in 2012, with any separations occurring between July 2012 and July 2013.

In addition, we continued to pursue business development opportunities and form external collaborations to leverage our core capabilities, build on our portfolio and strengthen our geographic presence. For example, we signed a framework agreement with Zhejiang Hisun Pharmaceuticals in China to establish a joint venture in the branded generics area and a memorandum of understanding with Shanghai Pharma to explore potential business opportunities in China. We completed the acquisition of King Pharmaceuticals, Inc., which strengthened our pain portfolio, and acquired Icagen, Inc., a biotech firm specializing in new pathways for the treatment of pain. With the acquisitions of Alacer Corp. and the Ferrosan Holding A/S consumer healthcare business, we expanded the portfolio of Pfizer Consumer Healthcare's brands and entered new markets.

### Earning Respect From Society

Pfizer operates in a global society that gives us a license to operate. That license is rooted in the respect and trust we earn.

We strive for society's respect and trust in a number of ways. The effort begins with listening to and learning from our customers and other stakeholders. Through what we hear and what we learn in quantitative and qualitative research, we know that customers want access to information from us that will help them live longer, healthier and happier lives.

In 2011, we took new approaches to connect us with customers. For example, our Chief Medical Officer, Dr. Freda Lewis-Hall, shared health and medical information in ways that encourage people to take charge of their health care, especially in areas such as stroke prevention, smoking cessation and the early diagnosis of cancer.

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"Pfizer operates in a global society that gives us a license to operate. That license is rooted in the respect and trust we earn."

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We continue to support patient-access programs such as Pfizer Helpful Answers—a U.S. initiative that provides our medicines for free or at a savings to uninsured and underinsured patients who qualify. In the last five years alone, Pfizer has helped 3.8 million patients receive more than 40 million Pfizer prescriptions through the program.

Globally, we have extended our long-term commitments to help nations achieve the UN Millennium Development Goals, particularly in [health care](#). Specifically, we continue to work to support the global elimination of blinding trachoma by donating our oral antibiotic, Zithromax, and recently we joined an innovative partnership of public and private organizations led by the Bill & Melinda Gates Foundation that includes a consortium of global pharmaceutical companies in a new, coordinated effort to accelerate progress toward eliminating or controlling 10 neglected tropical diseases by the end of the decade. In addition, we launched the Re:Search partnership, through the World Intellectual Property Organization, to speed up progress in finding treatments and cures for neglected tropical diseases that now affect more than 1 billion people.

During 2011, we maintained leadership in [disclosing our interactions with health care providers](#) in the U.S. and further improved our speed in posting clinical trial results online.

We further advanced our environmental stewardship in 2011 by making continued progress in energy efficiency, greenhouse-gas reduction, water conservation and the management of waste. A review of our environmental record and progress is available in [this report](#).

Pfizer engages vigorously in public policy discussion to help make certain that our innovation serves patients today—and tomorrow. You can learn more about our public policy approach, including information about our U.S. Political Action Committee [here](#).

We also continue to assess and update our internal standards for a variety of business practices to help ensure compliance with all relevant laws and regulations in the markets in which we operate.



## Creating an Ownership Culture

During the past year, the diverse talents, experiences and abilities of our colleagues allowed us to navigate multiple forces of change while keeping a focus on our commitment to create consistent and steady growth in revenues and earnings over time.

Ongoing success in our industry requires us to be faster as we become more innovative and entrepreneurial. It requires colleagues who understand the business, seize opportunities to make an impact and take personal accountability for their actions and a set of behaviors that will drive value throughout the company.

In 2011, we thoroughly explored what our culture is and how it needs to evolve. We engaged with leaders across the business and sought the candid input of approximately 11,000 colleagues globally. We concluded that we need a culture where colleagues behave like they are owners of the business, are not afraid to take thoughtful risks, deliver on their commitments, treat each other with trust and respect and work with integrity each and every day. Developing this ownership culture will be key to our success.

I am personally proud of Pfizer's colleagues. Pfizer people care. They embody our humanity and innovative spirit, and are determined to tackle some of the most pressing health care challenges of our time. We are committed to creating an ownership culture that unleashes the creativity of our colleagues around the world.

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In December 2011, we were pleased to announce the election of **Helen H. Hobbs, M.D.**, and **Marc Tessier-Lavigne, Ph.D.**, to Pfizer's Board of Directors. Dr. Tessier-Lavigne and Dr. Hobbs have made extraordinary scientific contributions throughout their careers, and we believe they will be tremendous assets to Pfizer's diverse and independent Board.

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One of our Directors will retire in April 2012. **Michael S. Brown, M.D.**, who joined our Board in 1996, has served as Chair of the Science and Technology Committee and as a member of other key committees during his tenure. His expertise and counsel on scientific matters in particular throughout his tenure have been invaluable to the company. All of us are deeply grateful for his insights, contributions and dedication to Pfizer.



## Looking Ahead

In 2012, we will stay the course. We will work to increase our momentum by continuing to maximize the value of our in-line portfolio, accelerate our R&D strategy, advance our pipeline, effectively allocate our capital, operate efficiently to create a more flexible cost base, meet our financial commitments and maintain high standards of corporate governance and business ethics—all while embracing an ownership culture.

After the potential separation of our Animal Health and Nutrition businesses, Pfizer will be a global biopharmaceutical company with a core of innovative products that address unmet medical needs sustained by a productive R&D engine, a portfolio of unpatented products that help meet the global need for less-expensive, quality medicines, and a complementary Consumer Healthcare business with several well-known brands. Together, I believe that these elements will position Pfizer to generate strong cash flow and steady growth in earnings per share over time.

I remain confident that we are taking the right actions to create value for you, our shareholders. Thank you for your continued trust in us. We respect it, and with determination and perseverance, we will continue to earn it, every day

Sincerely,

A handwritten signature in black ink, appearing to read "Ian C. Read".

Ian C. Read  
Chairman and CEO



## From Our CEO

# Financial Performance

### (THREE-YEAR SUMMARY)

AS OF AND FOR THE YEAR ENDED DECEMBER 31,

(Millions, except per common share data)	2011 <sup>(a)</sup>	2010	2009 <sup>(a)</sup>	% CHANGE	
				11/10	10/09
Revenues	\$ 67,425	\$ 67,057	\$ 48,269	1	36
Research and development expenses	\$ 9,112	\$ 9,392	\$ 7,824	(3)	20
Acquisition-related in-process research and development charges	—	\$ 125	\$ 68	(100)	84
Restructuring charges and certain acquisition-related costs	\$ 2,934	\$ 3,201	\$ 4,330	(8)	(26)
Income from continuing operations	\$ 8,739	\$ 8,211	\$ 8,529	6	(4)
Net income attributable to Pfizer Inc.	\$ 10,009	\$ 8,257	\$ 8,635	21	(4)
Diluted earnings per common share attributable to Pfizer Inc. shareholders	\$ 1.27	\$ 1.02	\$ 1.23	25	(17)
Weighted-average shares—diluted	7,870	8,074	7,045	(3)	15
Number of common shares outstanding	7,575	8,012	8,051	(5)	—
Working capital	\$ 29,659	\$ 32,377	\$ 24,929	(8)	30
Goodwill & other identifiable intangible assets, net	\$ 98,900	\$ 101,483	\$ 110,372	(3)	(8)
Total assets	\$ 188,002	\$ 195,014	\$ 212,949	(4)	(8)
Total debt <sup>(b)</sup>	\$ 38,949	\$ 44,013	\$ 48,637	(12)	(10)
Total Pfizer Inc. shareholders' equity	\$ 82,190	\$ 87,813	\$ 90,014	(6)	(2)
Shareholders' equity per common share	\$ 10.85	\$ 10.96	\$ 11.19	(1)	(2)
Net cash provided by operating activities	\$ 20,240	\$ 11,454	\$ 16,587	77	(31)
Property, plant and equipment additions	\$ 1,660	\$ 1,513	\$ 1,205	10	26
Purchases of common stock	\$ 9,000	\$ 1,000	—	*	100
Cash dividends paid	\$ 6,234	\$ 6,088	\$ 5,548	2	10

(a) For 2011, includes King Pharmaceuticals Inc. commencing on the acquisition date of January 31, 2011. For 2009, includes Wyeth commencing on the acquisition date of October 15, 2009.

(b) Our short-term borrowings are rated P-1 by Moody's Investors Service (Moody's) and A1+ by Standard & Poor's (S&P). Our long-term debt is rated A1 by Moody's and AA by S&P. Moody's and S&P are major corporate debt-rating organizations.

\* Calculation not meaningful.

Detailed information on our financial and operational performance can be found in the 2011 Financial Report.



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## From Our CEO

# Non-Financial Performance

We continue to track our progress against key areas of non-financial business performance. In addition to the metrics below, we have provided progress updates and additional metrics throughout the annual review.

### Access to Medicine

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17

Number of top 20 global burdens of disease addressed by products and pipeline<sup>1</sup>

10

Number of global programs and commercial transactions to increase access to medicines in emerging markets<sup>2</sup>

15

Number of emerging markets in which Pfizer has implemented intra-country tiered pricing<sup>3</sup>



## Employees

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0.59

INJURIES PER 100 EMPLOYEES

### TOTAL INJURY RATE<sup>4</sup>

Pfizer has averaged 8 % injury rate reduction annually for the past four years

## Environment<sup>5</sup>

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2.7

MILLION METRIC TONS CO<sub>2</sub> EQ<sup>6</sup>

### GREENHOUSE GAS EMISSIONS

Total GHG emissions in 2011 were 5 % lower than 2010

54

MILLION CUBIC METERS<sup>7</sup>

### WATER WITHDRAWAL

Total water withdrawal in 2011 was 12 % lower than 2010

264

THOUSAND METRIC TONS<sup>8</sup>

### WASTE GENERATED

Total quantity remained unchanged from 2010 with 51 % recycled

<sup>1</sup>As defined by the World Health Organization. Burdens of illness not addressed include road traffic accidents, prematurity and low birth weight, and self-inflicted injuries.

<sup>2</sup>Program/commercial transaction defined as a Pfizer investment or dedicated contract of over \$250,000 with a national government or procurement agency, MLO, NGO, private institution or aid agency. Represents multi-country initiatives only and does not include numerous local initiatives to address access.

<sup>3</sup>Represents minimum number of emerging markets with pricing tailored to different patient segments (for at least one product), allowing access for more patients.

<sup>4</sup>Represents 90 % of Pfizer employees and directly-supervised contractors.

<sup>5</sup>Data are baseline adjusted, reported absolute, using reporting boundaries per the WRI GHG Protocol; and account for the King Pharmaceuticals acquisition and Capsugel divestiture. Expanded environmental reporting will be posted on [www.pfizer.com](http://www.pfizer.com) later this year.

<sup>6</sup>Total direct and indirect emissions (including fleet and aviation). Does not include Scope 3 emissions.

<sup>7</sup>In 2011, Pfizer adopted the Global Reporting Initiative (GRI) indicators for water, discontinuing previously reported self-defined "Net Water Use" KPI.

<sup>8</sup>Quantity of non-hazardous waste decreased by 9 % compared to 2010 while the quantity of hazardous waste increased by 3 %.

## From Our CEO

# 2011 Performance and 2012 Guidance<sup>1</sup>

METRIC	2011 GUIDANCE <sup>2,3</sup>	2011 ACTUAL <sup>3</sup>	2012 GUIDANCE (as of Jan. 2012) <sup>4</sup>
Reported Revenues	\$66.2 to \$67.2 billion	\$67.4 billion	\$60.5 to \$62.5 billion
Adjusted Cost of Sales <sup>5</sup> as % of Revenues	19.8% to 20.3%	19.3%	20.5% to 21.5%
Adjusted SI&A Expenses <sup>5</sup>	\$19.4 to \$19.9 billion	\$19.4 billion	\$17.0 to \$18.0 billion
Adjusted R&D Expenses <sup>5</sup>	\$8.1 to \$8.4 billion	\$8.4 billion	\$6.5 to \$7.0 billion
Adjusted Other (Income)/Deductions <sup>5</sup>	Approximately \$800 million	\$542 million	Approximately \$1.0 billion
Effective Tax Rate on Adjusted Income <sup>5</sup>	Approximately 29%	29.5%	Approximately 29%
Reported Diluted EPS <sup>6</sup>	\$1.20 to \$1.30	\$1.27	\$1.37 to \$1.52
Adjusted Diluted EPS <sup>5</sup>	\$2.24 to \$2.29	\$2.31	\$2.20 to \$2.30
Operating Cash Flow	N/A	\$20.2 billion	\$19+ billion

<sup>1</sup> Please refer to Pfizer's 2011 Annual Report on Form 10-K for a description of the substantial risks and uncertainties related to the forward-looking statements included in this Annual Review.

<sup>2</sup> At exchange rates that reflected a blend of the actual exchange rates in effect during the first nine months of 2011 and mid-October 2011 exchange rates for the remainder of 2011. Our 2011 guidance did not assume the completion of any business-development transactions not completed as of October 2, 2011, including any one-time upfront payments associated with such transactions. It also excluded the potential effects of the resolution of litigation-related matters not substantially resolved as of October 2, 2011.

<sup>3</sup> Included revenues and expenses related to the Capsugel business as a discontinued operation through July 31, 2011. The gain on the sale of Capsugel was reflected in Reported Diluted EPS<sup>6</sup> guidance and actual results, but was not reflected in Adjusted Diluted EPS<sup>5</sup>.

<sup>4</sup> Our 2012 financial guidance did not assume the completion of any business-development transactions not completed as of December 31, 2011, including any one-time upfront payments associated with such transactions. Also, our 2012 financial guidance excluded the potential effects of the resolution of litigation-related matters not substantially resolved as of December 31, 2011. The current exchange rates assumed in connection with the 2012 financial guidance were the mid-January 2012 exchange rates.

<sup>5</sup> "Adjusted Income" and its components and "Adjusted Diluted Earnings Per Share (EPS)" are defined as Reported Net Income<sup>6</sup> and its components and Reported Diluted EPS<sup>6</sup> excluding purchase accounting adjustments, acquisition-related costs, discontinued operations and certain significant items. Adjusted Cost of Sales, Adjusted Selling, Informational and Administrative (SI&A) expenses, Adjusted Research and Development (R&D) expenses and Adjusted Other (Income)/Deductions are income statement line items prepared on the same basis, and, therefore, components of the overall adjusted income measure. As described in our Annual Report on Form 10-K for the year ended December 31, 2011, we use Adjusted Income, among other factors, to set performance goals and to measure the performance of the overall company. A reconciliation of 2011 Adjusted Income and its components and Adjusted Diluted EPS to 2011 Reported Net Income<sup>6</sup> and its components and Reported Diluted EPS<sup>6</sup>, as well as reconciliations of full-year 2012 guidance for Adjusted Income and Adjusted Diluted EPS to full-year 2012 guidance for Reported Net Income<sup>6</sup> and Reported Diluted EPS<sup>6</sup>, are provided in our Form 8-K filed on January 31, 2012. Additional information regarding our 2011 financial performance can be found in our Annual Report on Form 10-K for the year ended December 31, 2011. The Adjusted Income and its components and Adjusted Diluted EPS measures are not, and should not be viewed as, substitutes for U.S. generally accepted accounting principles (GAAP) net income and its components and diluted EPS.

<sup>6</sup> "Reported Net Income" is defined as net income attributable to Pfizer Inc. in accordance with U.S. GAAP. "Reported Diluted EPS" is defined as reported diluted EPS attributable to Pfizer Inc. common shareholders in accordance with U.S. GAAP.



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## From Our CEO

# Stakeholder Engagement

We regularly engage with patients, customers, investors, colleagues, suppliers, business partners and other stakeholders around the world. This sustained engagement provides us with valuable insights about how we are performing, what we need to do to meet the changing needs of society, and how emerging trends may affect our business.

We understand that no company is beyond criticism, and that people who have a stake in our company may have a variety of different views about our policies and business practices. We work to find common ground, and often do, even with our most serious critics. In fact, our shared goal is the same—improved global health. It is important that we continue to strive for a collaborative approach with key stakeholders in addressing important social and environmental issues, such as improving health outcomes and creating sustainable changes in the ways health care is delivered, while enhancing value for our shareholders and other stakeholders.

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## From Our CEO

# About This Review

This fully integrated Annual Review discusses many dimensions of our performance—financial, social and environmental—in one review. It demonstrates the integral relationship between our responsibilities as an enterprise and our core business strategies and their execution. It is produced for all of our stakeholders—patients, the medical community, investors, colleagues, customers and the public at large—to give an overall picture of how we are doing and, more importantly, how we are making progress toward our stated commitments.

## Scope of Reporting

This review covers Pfizer's worldwide business and provides information on our activities for the year ending on December 31, 2011. This review describes key dimensions of both the company's financial and non-financial performance and includes updates on our products; our R&D pipeline; our commitment to quality, safety and high ethical standards; and our responsibilities to all stakeholders, starting with our patients. This review also describes critical challenges in society—from expanding access to health to our environmental impact—and our strategies for managing them.



## Global Reporting Initiative Sustainability Reporting Guidelines

As global standards for integrated reporting do not exist, we considered the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (G3) in preparing this review. A comprehensive GRI Index can be found on our website at [www.pfizer.com/responsibility](http://www.pfizer.com/responsibility). We self-declare this review to GRI Application Level B.

## Corporate Responsibility Management

This review was developed by Pfizer's Policy, External Affairs and Communications Group, whose leader is a member of the Executive Leadership Team and reports directly to the CEO. Corporate responsibility is embedded in our business strategy and vision, and many corporate responsibility issues are managed within our business units and functional groups to ensure thorough integration in all of our work. The Corporate Responsibility team sets the strategic direction for corporate responsibility at Pfizer and supports the integration of corporate responsibility throughout the company. The team is also responsible for Pfizer's flagship global health philanthropic programs. Pfizer's Corporate Responsibility team provides annual updates to Pfizer's Board of Directors on progress in achieving corporate responsibility goals.

## From Our CEO

# Board of Directors



**Dennis A. Ausiello, M.D.** <sup>(2, 4, 5, 6)</sup>  
Physician-in-Chief,  
Massachusetts General  
Hospital



**Michael S. Brown, M.D.** <sup>(4, 6)</sup>  
Distinguished Chair, Biomedical  
Sciences, Regental Professor,  
University of Texas  
Southwestern Medical Center.  
Will retire as a Board Member  
effective as of the 2012 Annual  
Meeting.



**M. Anthony Burns** <sup>(1, 2, 4)</sup>  
Chairman Emeritus,  
Ryder System, Inc.



**W. Don Cornwell** <sup>(2, 3, 5)</sup>  
Founder and Retired Chairman  
and CEO, Granite Broadcasting  
Corporation



**Frances D. Fergusson, Ph.D.** <sup>(3, 5, 6)</sup>  
President Emeritus,  
Vassar College



**William H. Gray III** <sup>(4, 6)</sup>  
Chairman,  
Gray Global Strategies, Inc.



**Helen H. Hobbs, M.D.** <sup>(4, 6)</sup>  
Investigator,  
Howard Hughes Medical  
Institute



**Constance J. Horner** <sup>(1, 4, 5)</sup>  
Former Assistant to the  
President of the United States  
and Director of Presidential  
Personnel



**James M. Kilts** <sup>(3, 6)</sup>  
Founding Partner,  
Centerview Capital



**George A. Lorch** <sup>(7)</sup>  
Chairman Emeritus,  
Armstrong Holdings, Inc.



**John P. Mascotte** <sup>(4, 5, 6)</sup>  
Retired President and CEO,  
Blue Cross and Blue Shield  
of Kansas City, Inc.



**Suzanne Nora Johnson** <sup>(2, 3, 6)</sup>  
Retired Vice Chairman,  
The Goldman Sachs Group, Inc.



**Ian C. Read** <sup>(1)</sup>  
Chairman of the Board and  
CEO



**Stephen W. Sanger** <sup>(2, 4)</sup>  
Retired Chairman and CEO,  
General Mills



**Marc Tessier-Lavigne, Ph.D.** <sup>(5, 6)</sup>  
President,  
Rockefeller University

- 1) Executive Committee
- (2) Audit Committee
- (3) Compensation Committee
- (4) Corporate Governance Committee

- (5) Regulatory and Compliance Committee
- (6) Science and Technology Committee
- (7) Lead Independent Director



## From Our CEO

# Executive Leadership Team



**Ian C. Read**  
Chairman of the Board  
and CEO



**Olivier  
Brandicourt, M.D.**  
President and General  
Manager, Primary Care



**Frank A.  
D'Amelio**  
Executive Vice President,  
Business Operations and  
Chief Financial Officer



**Mikael  
Dolsten, M.D., Ph.D.**  
President, Worldwide  
Research & Development



**Geno J.  
Germano**  
President and General  
Manager, Specialty Care  
and Oncology



**Charles H.  
Hill, III**  
Executive Vice President,  
Worldwide Human Resources



**Douglas M.  
Lankler, J.D.**  
Executive Vice President,  
Chief Compliance and Risk  
Officer



**Freda C.  
Lewis-Hall, M.D.**  
Executive Vice President,  
Chief Medical Officer



**Kristin C.  
Peck**  
Executive Vice President,  
Worldwide Business  
Development and Innovation



**Cavan M.  
Redmond**  
Group President,  
Corporate Strategy, Animal  
Health and Consumer  
Healthcare



**Amy W.  
Schulman, J.D.**  
Executive Vice President,  
General Counsel, President and  
General Manager, Nutrition



**David  
Simmons**  
President and General  
Manager, Emerging Markets  
and Established Products



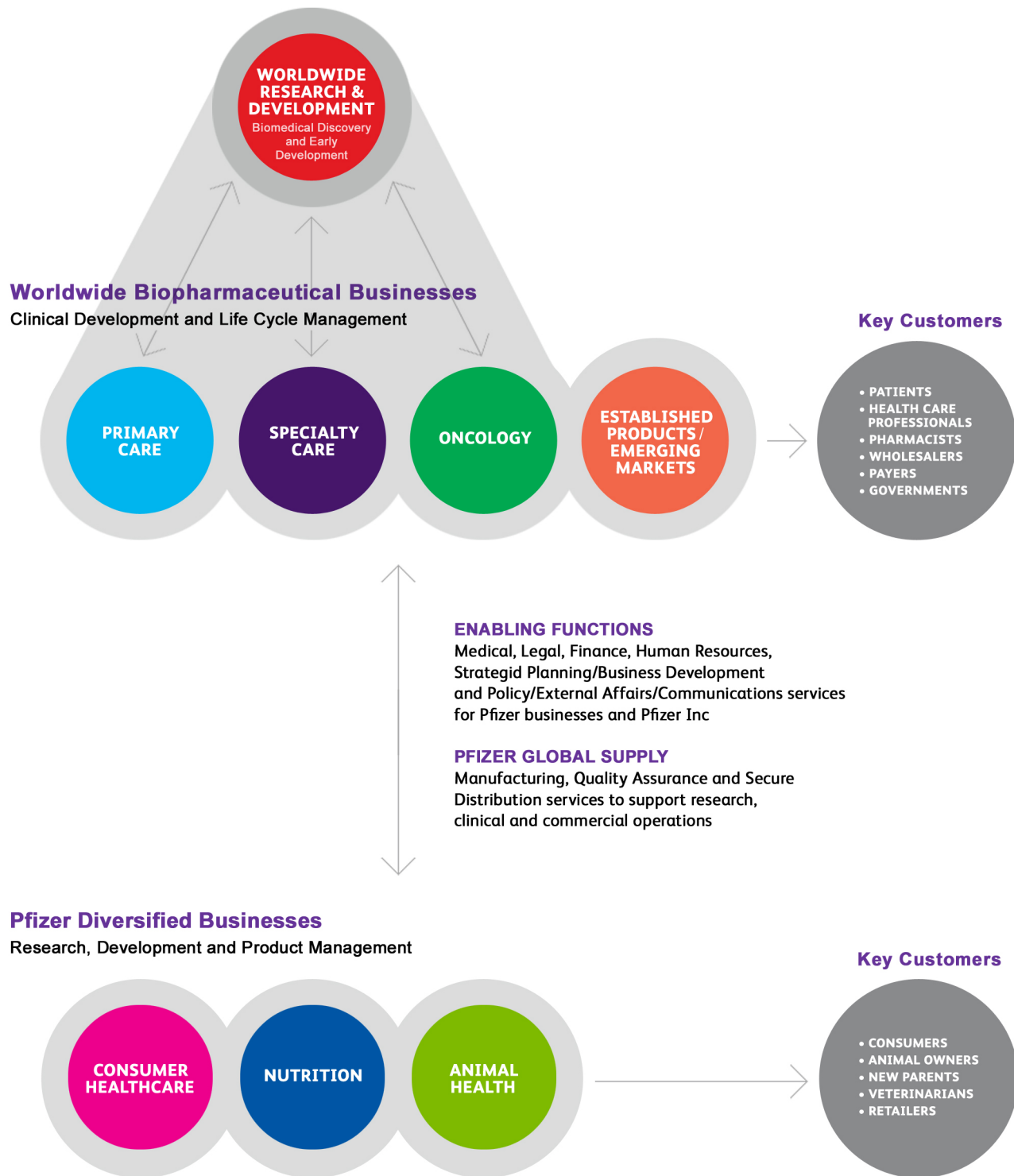
**Sally  
Susman**  
Executive Vice President,  
Policy, External Affairs and  
Communications

Determination.

## How We Are Organized

Pfizer is firmly focused on the needs of customers, starting with patients and extending to all key stakeholders. Our organization reflects that focus.

Our Worldwide Research and Development group discovers prescription medicines and vaccines and develops them until “proof of concept.” A promising product is then transferred to one of our Biopharmaceutical Businesses, which works to prove the new product in the clinic, obtain regulatory approvals, launch it and manage it through its life cycle. Pfizer Diversified Businesses serves those who use our consumer health care products, nutritionals and animal health products. Pfizer Global Supply anchors all our groups with state-of-the-art production services and a secure, efficient supply chain. Enabling Functions advance a range of business goals, including strong financial controls, strict compliance, and wide-ranging engagement with colleagues, business partners and the public.





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## Determination.

# Biopharmaceutical Businesses

Our patient-centric, customer-facing biopharmaceuticals businesses are responsible for life cycle management of promising new medicines that have achieved “proof of concept” in our labs. They also ensure that patient and customer needs inform the development of new medicines and vaccines.



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## Consumer Healthcare

Our Primary Care unit offers solutions that help patients and health care providers manage chronic, costly conditions, and improve outcomes and overall health. Through leadership in areas such as the management of pain, heart disease and depression, Primary Care medicines treat conditions that account for a large and growing portion of the world's health care costs. Our pipeline includes molecules with potential in women's health, pain, cardiovascular and metabolic diseases, allergy and respiratory, and Alzheimer's disease and other dementias.

### 2011 Highlights

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Eliquis (apixaban) approved in Europe for the prevention of venous thromboembolism (blood clots) in joint replacement patients; accepted for review in Europe and the U.S. for stroke prevention in patients with atrial fibrillation.

Oxecta (oxycodone HCL, USP), Tablets CII approved in the U.S. for management of acute and chronic pain and utilizing technologies designed to deter abuse and misuse.

Pediatric study led to approval in Europe of a chewable form of Lipitor (atorvastatin) to treat children with hypercholesterolemia (the presence of high cholesterol in the blood) and six-month extension of Lipitor

exclusivity in many parts of the European Union. Hypercholesterolemia increases children's risk of developing cardiovascular disease later in life.

Completed acquisition of King Pharmaceuticals, supplementing Pfizer's long-standing strength in pain management.

Completed acquisition of Icagen, Inc., an innovative leader in pain research, adding extensive research expertise and technology in the field of ion channels and enhancing Pfizer's ability to develop potential first-in-industry drugs for the treatment of pain and related conditions.

### KEY MEDICINES

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Celebrex  
Chantix/ Champix  
Eliquis  
Lipitor  
Lyrica  
Oxecta  
Premarin  
Pristiq  
Toviaz  
Viagra

For more information visit [Pfizer Pharmaceutical Products](http://PfizerPharmaceuticalProducts.com).

## Specialty Care

Our Specialty Care unit features a robust portfolio of market-leading medicines and is a leader in vaccines and the treatment of inflammation, two important areas of innovation and growth in biomedical science. In addition, Specialty Care understands the devastating impact of rare diseases on patients and is dedicated to addressing these serious unmet medical needs by seeking to discover, develop and deliver treatments for them. Specialty Care medicines help address potentially life-threatening and debilitating diseases at every stage of life.

### 2011 Highlights

#### Pprevnar 13/Prevenar 13

Approved for various indications in adults 50 years and older in the U.S., EU, Australia and more than 10 other countries.

Approved for infants and young children in more than 110 countries, launched in nearly all places where approved, and part of more than 55 national childhood immunization programs—reflecting 100 percent growth versus 2010.

Introduced in the national childhood immunization programs of 14 of 16 developing countries that have launched programs under the auspices of the Advance Market Commitment. The AMC is an innovative private-public health program designed to accelerate access to pneumococcal vaccination in poor countries on an affordable and sustainable basis.

Recognized with the 2011 Prix Galien USA Award for “Best Pharmaceutical Agent”—considered among the industry’s highest accolades for excellence in scientific innovation that improves the state of human health.

#### Tofacitinib

Reported results of Phase III pivotal trials for this novel, oral JAK inhibitor that is being investigated as a targeted immunomodulator and disease-modifying therapy for moderate-to-severe active rheumatoid arthritis.

Applications for marketing approval of tofacitinib for the treatment of adult patients with moderate-to-severe active rheumatoid arthritis have been filed with regulatory authorities in the U.S., Europe, Japan and Switzerland.

Pfizer is also studying oral tofacitinib in psoriasis, psoriatic arthritis, juvenile idiopathic arthritis, inflammatory bowel disease (ulcerative colitis and Crohn’s disease) and renal transplant, and topical tofacitinib in both psoriasis and dry-eye disease.

#### KEY MEDICINES

Benefix  
Enbrel  
Genotropin  
Geodon  
Pprevnar 13/ Prevenar 13  
Revatio  
Vfend  
Vyndaqel  
Xiapex  
Zyvox



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## Specialty Care

### 2011 Highlights

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#### Enbrel (etanercept)

In the U.S., along with our marketing partner Amgen, launched an integrated print, digital, TV and disease awareness campaign featuring world-class golfer and psoriatic arthritis patient Phil Mickelson. This successful campaign empowers patients with psoriatic arthritis, rheumatoid arthritis or plaque psoriasis to take action and educate themselves about their condition and work with a medical specialist to make an informed decision about treatment options.

#### Vyndaqel (tafamidis)

Vyndaqel is the first therapy approved in the European Union for the rare and fatal neurodegenerative disease transthyretin familial amyloid polyneuropathy (TTR-FAP). It is indicated in the EU for the treatment of transthyretin amyloidosis in adult patients with stage 1 symptomatic polyneuropathy, to delay peripheral neurologic impairment.

For more information visit [Pfizer Pharmaceutical Products](#).

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## Oncology

Oncology investigates the complexities of cancer to discover and develop innovative treatment options and bring them to patients worldwide. Our robust oncology pipeline has both biologics and small-molecule compounds in development, including several first-in-class treatment candidates, with more than 100 clinical trials under way.

### 2011 Highlights

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Unprecedented number of regulatory filings: Xalkori (crizotinib) in the U.S., EU and Japan; Inlyta (axitinib) in the EU, Japan, and U.S.; and bosutinib in the U.S. and EU.

Xalkori (crizotinib) approved in the U.S. and Korea as first and only therapy for patients with locally advanced or metastatic ALK-positive non-small cell lung cancer. Within one business day of approval, Xalkori was available nationwide in the U.S.

Crizotinib discovery chemistry team, led by Dr. J. Jean Cui, recognized as “Inventors of the Year” by the Intellectual Property Owners Association.

Sutent (sunitinib malate) approved in the U.S. for a third indication—the treatment of progressive, well-differentiated pancreatic neuroendocrine tumors (NET) in patients with unresectable locally advanced or metastatic disease, a rare cancer reported in two to four people per million annually worldwide.

Maintained and expanded advanced renal cell carcinoma franchise, which includes Sutent, Torisel (temsirolimus) and Inlyta (axitinib), which is approved in the U.S. and under review by regulatory agencies in EU and Japan.

Showcased growing hematology franchise, with key data on bosutinib presented at 2011 oncology congresses.

Focused and refined pipeline, advancing key compounds into Phase III trials, including the investigational agents dacomitinib and inotuzumab, and established innovative partnerships and collaborative relationships for the continued clinical development of promising compounds both within and outside of Pfizer.

### KEY MEDICINES

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Inlyta

Sutent

Torisel

Xalkori

For more information visit [Pfizer Pharmaceutical Products](http://PfizerPharmaceuticalProducts.com).



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## Emerging Markets and Established Products

Emerging Markets and Established Products offer large growth opportunities for Pfizer to reach more patients around the world with its high quality medicines. The global off-patent pharmaceutical field is one of the fastest-growing segments in the global pharmaceutical marketplace.

Today, 79 percent of prescriptions in the U.S. are filled with generics and other off-patent medicines. By 2020, off-patent medicines and their generic equivalents are estimated to account for more than 50 percent of global pharmaceutical sales. Currently, we have over 600 off-patent Pfizer legacy brands and other generic products in our Established Products portfolio that we offer at the highest quality standards with consistency of supply.

As one of the leading pharmaceutical companies in emerging markets, Pfizer brings its innovation and high quality medicines to over 70 emerging countries. We do so by offering our Primary Care, Specialty, Oncology and Vaccines portfolios.

### 2011 Highlights

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In Emerging Markets, we offer Prevenar 13 Pediatric to help protect millions of children from pneumococcal disease in over 97 emerging markets around the world, including 14 underdeveloped markets via the GAVI-AMC initiative. Pfizer also gained approval for Prevenar 13 Adult indication in 20 emerging markets, giving us the opportunity to help protect Adults 50+ from pneumococcal disease.

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Pfizer introduced the “Lipitor For You” program, which makes it possible for many patients to remain on Lipitor, a brand they know and trust in the face of generic competition.

Throughout 2011, we were able to supply patients, particularly those in the U.S., with medications that faced sudden and critical supply shortages. This was accomplished by leveraging Pfizer’s global scale and rapidly responding to competitors’ supply interruptions.

#### KEY GLOBAL ESTABLISHED PRODUCTS MEDICINES

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Norvasc  
Zosyn/Tazocin  
Effexor  
Fragmin  
Protonix

#### KEY INNOVATIVE MEDICINES IN EMERGING MARKETS

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Enbrel  
Prenar 13/Prevenar 13  
Lipitor  
Lyrica  
Vfend



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## Determination.

# Diversified Businesses

Pfizer's Diversified Businesses are responsible for meeting and anticipating customer needs with innovative, meaningful products that advance health and well-being.

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## Consumer Healthcare

Pfizer Consumer Healthcare is one of the largest over-the-counter (OTC) health care product businesses in the world. Millions of people rely on our products to live healthier lives—using them to relieve pain, control coughs and balance nutrition, among other needs. Many of our well-known products have reached international status, and Advil and Centrum rank among the global Top Ten, a testament to the success of our science-based solutions.

### 2011 Highlights

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Launched 25 consumer health care products in more than 15 countries—more than twice the number of launches over the previous year. Many represented category “firsts,” including the Canadian debut of Advil Nighttime, the first sleep aid of this type approved for OTC use in that market. The year also marked the U.S. launch of the ProNutrients brand (Omega-3s, Probiotics and Fruit & Veggie), Centrum Specialist, and Caltrate Gummy Bites, among others. International key launches included Caltrate Plus in China, Caltrate Plus Glucosamine in Taiwan and Centrum Cardio in 13 countries across Europe.

Expanded into strategic new markets and product categories by acquiring Ferrosan's consumer health business. Ferrosan expanded our global portfolio to include leading brands within multivitamins and minerals, probiotics, omega-3s and more, such as IMEDEEN, whose proven formulas work deep in the dermal layer, where traditional skin therapies cannot reach.

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Adapted our research and development organization to meet the needs of consumers in high-growth markets by opening a new R&D center in Suzhou, China.

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Drove Advil to become the No.1 brand in its category in North America—and the No. 1 selling OTC analgesic brand in the world.

### KEY PRODUCTS

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Advil  
Caltrate  
Centrum  
Chapstick  
Robitussin  
Thermacare



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## Nutrition

Our Nutrition Unit's portfolio includes a full line of infant formulas, follow-on formulas, growing-up milks, and prenatal and adult supplements. Safety and quality are our highest priorities. We market our infant formulas in accordance with the principles of the World Health Organization Code of Marketing of Breast Milk Substitutes. We meet or exceed all food quality and safety standards set by the Codex Alimentarius Commission, and comply with all regulations in the countries where we operate.

### 2011 Highlights

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Announced exploration of strategic alternatives for the business; options may include a full or partial separation from Pfizer through a spin-off, sale or other transaction.

Launched 32 new products, including the reformulated Gold line, illumina, Picky Eater, Specials, Bonna and Enercal Plus.

### KEY PRODUCTS

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illumina  
Progress Gold  
Promil Gold  
Promise Gold  
S-26 Gold  
SMA Gold



## Animal Health

A world leader in the discovery, development, and manufacture of innovative animal vaccines, medicines and diagnostics, we are working to help ensure a safe, sustainable global food supply from healthy beef and dairy cattle, pigs, poultry and fish—while helping companion animals and horses live longer, healthier lives.

Our portfolio includes many of the world's leading veterinary brands in pharmaceuticals and biologicals, complemented by innovative immunodiagnostic products and a range of animal health services for veterinarians.

### 2011 Highlights

Announced exploration of strategic alternatives for the business; options may include a full or partial separation from Pfizer through a spin-off, sale or other transaction.

Entered into a joint venture with Jilin Guoyuan Animal Health Company Ltd. to develop, manufacture and distribute animal vaccines in China, the world's second-largest animal health market.

Integrated the Alpharma LLC animal health subsidiary of the King Pharmaceuticals acquisition. Alpharma's portfolio of medicated feed additives, water-soluble therapeutics, and probiotics complemented Pfizer's portfolio and brought nutrition expertise.

Received \$10 million innovation grant from The Netherlands Ministry of Economic Affairs, Agriculture and Innovation to develop novel anti-infective veterinary medicines with potential use in food production animals. Pfizer was the only commercial partner selected for this project

and has exclusive global rights to any new products or intellectual property arising from this research.

Received U.S. and Canadian approvals for Foster PCV, a vaccine that protects against porcine circovirus, the most common illness in pigs.

Received U.S. and Canadian approvals for Improvest (known as Improvac in other markets), a novel immunologic product for swine.

Became the founding animal health industry member of the Global Strategic Alliances for the Coordination of Research on the Major Infectious Diseases of Animals and Zoonoses, which is funded by the European Commission and coordinated by the U.K.'s Department for Environment, Food and Rural Affairs. This alliance brings together thousands of scientists from research and regulatory organizations across five continents.

### KEY MEDICINES

Convenia

Excenel

Foster PCV

Improvest/Improvac

Revolution/Stronghold

West Nile-Innovator

**Determination.**

## Global Opportunities



The world's fastest-growing markets are now outside the U.S. and EU. Consequently, we are increasing our efforts and resources to pursue opportunities in less developed countries.

Our efforts range from bringing a new product like Prevnar 13/Prevenar 13 into more than 100 countries less than two years after its approval to finding new markets for our consumer health care brands; from working with governments on smoking cessation initiatives to expanding our business with global institutional buyers.

Pfizer can bring great strengths to the challenges of new markets. For one thing, we are not new to burgeoning markets such as China, India and Brazil, where our long-standing presence is bolstered by a growing number of commercial and scientific alliances. Our global distribution networks are well-established and readily leveraged for growth. In fact, we recently added a distribution center in Kenya to increase our ability to capture larger markets in Africa, itself a region of great promise. Our global manufacturing capacity is strong, even as we continue to adapt its global footprint to maximize efficiencies. Our off-patent and generic portfolio is broad and growing, in a world where half of all prescriptions are for such medicines. Our brands are well-received and highly regarded around the world. People trust our products, and for good reason—they are backed by strong science and reliable quality.

The world is our market, and we are ramping up our efforts to meet its demands. We have largely reshaped the ways new medicines are brought through regulatory approval and launched, and are able, in many cases, to submit new drug applications to multiple authorities at once. Lessons learned from one



market are being applied in others. In pursuing growth in our business, from our perspective, there is no such thing as a mature market—just people with growing medical and personal health care needs, people we can help through our products and knowledge.



## Determination.

# Colleagues – Creating an Ownership Culture

Each of us, each colleague, is taking ownership of what we do and what we accomplish, as individuals and as a business.

Ten years ago, Pfizer made a deliberate choice—to begin calling our co-workers “colleagues” rather than “employees.” This was more than a symbolic change. It was a shared recognition that Pfizer’s most important assets leave our building at the end of each workday, and that much of Pfizer’s value is represented by intangible assets—the intellectual property, proprietary technology and customer goodwill created and protected by our colleagues.

Over the past year, we made another deliberate choice—to engage our colleagues as owners of the business and build an ownership culture. Again, this was more than a symbolic change. Our drive to create an ownership mindset is rooted in research done among more than 11,000 global Pfizer colleagues, asking them very directly what was right about our corporate culture, and what needed improvement. We sharpened our approach through numerous meetings with colleagues at all levels, from the people working at the front lines of manufacturing, research and customer service to the Executive Leadership Team. We then boiled the findings down to five attributes that we believe can distinguish us from our competitors.



Colleagues told us that the ownership culture they wanted would:

- Allow them to seize opportunities to think differently, take thoughtful risks and be accountable for results, and try new approaches to doing things.
- Help them advocate for and drive long-term, well-aligned strategies that advance Pfizer's mission and shape the industry.
- Give them the freedom—and responsibility—to confront corrosive, self-serving and mean-spirited behaviors.
- Depend on them to deliver on the commitments they make with speed, decisiveness and integrity.
- Encourage them to give voice to their thoughts, invest time in candid and constructive debate, and get straight talk from each other and from their leadership.

Early in 2012, Pfizer's Chairman and CEO, Ian Read, launched this ownership model to colleagues, with the goal of pushing Pfizer toward a culture of fuller engagement, where there is a common language and a common set of expectations and behaviors. This new ownership model recognizes that Pfizer and its competitors have outstanding brainpower, and that it is how Pfizer engages, utilizes, develops and expands our brainpower that spells the difference between being "a leading company" and being the undisputed leader, the team that everyone wants to play for.

## Building an Ownership Culture

An ownership culture is rooted in engagement—how willing colleagues are to invest extra effort in their work, stand up for the company in daily activities, and treat their positions within Pfizer as "more than just a job." Engagement itself is rooted in communication and dialogue and begins with clear, frequent and candid conversations about how the business is doing and what we can collectively do to change it. Pfizer has a strong heritage of engaged conversation with colleagues. Today, company-wide "town halls" conducted by members of

## 2011 Highlights

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Created OWN IT!, a new culture model for the entire enterprise, applying to all colleagues in all regions of the world.

Launched a global recruitment brand, "Many Paths, One Goal," established to share the multitude of careers and job opportunities at Pfizer. Our hiring practices and internal job posting program promote Pfizer's continued interest in growing talent. We are committed to maintaining a diverse and inclusive environment where all colleagues contribute to the organization's success.

Created an additional resource for colleagues seeking confidential guidance about raising and resolving work-related issues, through the company's Office of the Ombudsman.





the Executive Leadership Team follow each quarterly report on financial results. These meetings are designed to put those results into context, answer questions from colleagues around the world, and demonstrate how investors and other stakeholders view our performance. These “town halls” are conducted by webcast and are beamed to Pfizer’s major sites. We also invest in a robust intranet presence, called *PfizerWorld*, to keep colleagues informed of events around the company and to help them share best practices. At sites in all the nations where Pfizer people work, local management is accountable for making sure that colleagues know how the business is progressing and are fully engaged in its success. Pfizer invests substantially in the training needed to stay compliant and in surveys of our colleagues that measure inclusion, engagement and colleague understanding of our opportunities and challenges.

Anchored on the bedrock of candid communications, the ownership mindset takes root when colleagues have a greater opportunity to take thoughtful risks and try new ideas. The following are examples from the many thousands that could have been discussed here. In 2011, a group of Pfizer colleagues took up the task of reviewing the thousands of labels that Pfizer uses for its medicines around the world, organizing them into a new database and creating a system where any label, in any market, could be called up in seconds to a computer screen by any colleague authorized to do so. Initial estimates to have an outside company do the bulk of the work started at \$250,000 and went up rapidly from there. These colleagues found a way to get the system up and running for under \$20,000. A second example concerns the transformation of Lipitor from a patent-protected medicine in the United States to one facing generic competition. A team of Pfizer colleagues took a new approach to help patients satisfied with the Lipitor experience stay on the brand they trusted. As a result, Lipitor has remained competitive and the rate of market erosion due to Lipitor’s loss of exclusivity has been slower than those of many other major drugs that have lost exclusivity. This greater competitiveness with generics means many more patients are able to access Lipitor and adds millions of dollars to Pfizer’s top and bottom lines. These and many other examples demonstrate that Pfizer colleagues understand the importance of every dollar earned and saved in building the company for long-term success.

## 2011 Highlights

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Created a new interactive and innovative online learning experience, *Make It Your Business*, which provides every colleague with foundational knowledge to build business and financial acumen and to understand how Pfizer meets commitments to stakeholders, including patients, customers and shareholders.

The Pfizer Senior Leader Experience has now reached the top 800 senior leaders at Pfizer. This program focuses on developing and executing strategies to gain competitive advantage while leveraging innovation. Additionally, leaders gain insight into leadership styles and how they directly impact the performance of their teams and organizations.

Pfizer’s Cornerstones of Management program is designed to accelerate the development of our managers to best handle current and future business challenges in an increasingly complex, dynamic and global marketplace. In 2011, over 3,700 of our managers began this innovative program.

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**Determination.** > Colleagues

## Diversity and Inclusion

Diversity and inclusion are core values of Pfizer, and for good reason. The ownership culture we want to build is rooted in inclusion, the recognition that good ideas come from all sources. The willingness to encourage diversity of thinking sharpens both planning and performance. Consequently, we place a high value on inclusive behaviors and respect for individuals, communities and cultures. Our commitment to diversity and inclusion helps all our colleagues connect their special skills, knowledge and life experiences with those of stakeholders outside our company.

We have a long history of all-colleague groups that take an active role in creating an inclusive environment and developing diverse talent, finding ways to increase our business among diverse groups, and ensuring that the company is treating people fairly wherever we operate. In 2011, we intensified and expanded upon this approach by creating a number of Pfizer Colleague Councils, an internal network of specific groups, each with a sponsor from the Executive Leadership Team. The seven groups formed to date represent individuals from the Asian, Black, Latino, Women, Veterans, Disabled, and LGBT (Lesbian, Gay, Bi-sexual and Transgender) colleague populations.

We are committed to being a global employer of choice and are proud of the recognition we have received over the past year for being a good place to work, including the accolades we have received to the right.

### 2011 Accolades

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Named one of the Global Top 20 Best Companies for Leadership by the Hay Group

Named one of *DiversityInc's* 25 Noteworthy Companies

Named in 2011 *Working Mother* Best 100 Companies

Pfizer earned the highest possible score in the Human Rights Campaign Foundation's Corporate Equality Index

2011 Top 50 Companies for Executive Women

Pfizer Animal Health's Diversity & Inclusion Council recognized for outstanding contributions and achievements



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**Determination.** > Colleagues

## Talent Development

One of the most important responsibilities of leadership at Pfizer is bringing along the next generation of leaders. Pfizer leaders have a range of tools available to help them recruit and develop talented people, and Pfizer's senior leaders review the pipeline of talent and its alignment with the most essential jobs in the company. Beyond making sure we have a sustainable supply of leaders, we also challenge colleagues to discover new ways to learn, perform and grow, and to create—and own—a unique experience at Pfizer.

As our organization adapts to an evolving market, it is becoming less hierarchical, and demanding both focused expertise and a global mindset from our colleagues. We believe the best preparation for success—as individuals and as a company—is creating an ownership culture and a manager mindset at all levels. This will give us maximum flexibility in deploying people to meet changing needs.



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**Determination.** > Colleagues

## Health and Safety

We are committed to providing a safe and healthy work environment for everyone working at Pfizer facilities or otherwise executing Pfizer's business.

We require our commercial, manufacturing and R&D facilities to have active health and safety programs. Our goal is to avoid injuries and ill health caused or made worse by work—we call this injury-free. Over the past four years we have made great progress reducing injury rates by more than 40 percent and now have lower rates than the industry average. A key area of focus has been global fleet safety. Since Pfizer's launch and implementation of the fleet safety program in the U.S., we have made significant progress in reducing the number of motor vehicle accidents and associated injuries. Now we are building on the success of this program by rolling out similar fleet safety programs across the globe.

We have strict controls to ensure that our work with chemical and biologic materials is well managed to protect human health and the environment. We use the outcomes from risk assessments to identify and apply risk mitigation strategies to assure workplace safety at every stage of research and development, production and distribution.

### Resources

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For more on Pfizer's commitment to health and safety in the workplace, view [Workplace Responsibility](#).

## Determination.

# Governance

Good corporate governance is fundamental to our success and to the confidence and trust of our stakeholders, especially our investors. Therefore, we seek to ensure that good governance and responsible business principles and practices are fully integrated into our culture, values and day-to-day business.

Pfizer remains a leader in corporate governance, including outreach to our shareholders and other stakeholders. We continue to drive innovations in policies, practices and disclosures on corporate political activities and other key governance areas. For example, in the wake of the United States Supreme Court's 2010 decision in *Citizens United v. The Federal Election Commission*, we have engaged in extensive discussions with shareholders and stakeholders seeking clarification about Pfizer's policies on corporate political expenditures. These discussions led to our decision in 2011 to adopt a strict policy against Pfizer making "independent expenditures" in connection with any federal or state election.

All of the members of our Board of Directors are independent, other than Ian Read, our Chairman and Chief Executive Officer. Our Directors are highly engaged, not only through attendance at Board and Committee meetings, but also through ongoing discussions with senior leaders and outside advisers, as well as reviews of reports and analyses. The scope of the Board's oversight is broad, covering a wide range of matters that impact shareholder value and affect our stakeholders, including strategy, financial performance, compliance and public policy.

One of the Board's key responsibilities is to evaluate and determine its optimal leadership structure so as to provide independent oversight of management and a highly engaged and high-functioning Board. Based on its experience, considerable engagement with shareholders, and an assessment of research on this issue, the Board understands that there are a variety of viewpoints concerning a board's optimal leadership structure; that available empirical data concerning the impact of board leadership on shareholder value is inconclusive; and, accordingly, that there is no single, generally accepted approach to board leadership. Given the dynamic and competitive environment in which we operate, the right board leadership structure may vary as circumstances warrant. Consistent with this understanding, the independent Directors do not follow any particular structure as a presumed preferred approach and consider the Board's leadership structure on at least an annual basis. This consideration includes the pros and cons of alternative leadership structures in light of the Company's operating and governance environment at the time, with the goal of achieving the optimal model for Board leadership and effective oversight of management by the Board.

Based upon these considerations, and following a lengthy review, the independent Directors determined in December 2011 to elect Ian Read, our CEO, as Chairman. This determination was based on the independent Directors' strong belief that Mr. Read, particularly in view of his extensive experience in and knowledge of the research-based biopharmaceutical industry, has demonstrated the leadership and vision necessary to lead the Board and the company in the current challenging industry and macroeconomic environment; that Mr. Read has a fundamentally investor-driven viewpoint; that Mr. Read's leadership had generated strong performance in 2011; and that Mr. Read does not have an employment agreement and would be serving as both Chairman and CEO at the pleasure of the Board. The independent Directors also believe that this unified structure provides our Company with strong and consistent leadership and that, given the significant regulatory and market environment in which we operate, having one clear leader in both roles provides decisive and effective leadership, both within and outside the Company.

At the same time, the independent Directors also selected George A. Lorch to serve as Lead Independent Director, a position that, at Pfizer, entails significant responsibility for independent Board leadership. He served as Non-Executive Chairman of the Board from December 2010 to December 2011 and will continue to exercise his strong leadership skills in his new role.



## Executive Compensation Aligned With Shareholders' Interests

We believe that executive compensation policies should reflect that shareholder funds are at stake and must be used wisely. Therefore, the overarching goal of our compensation approach is to align each executive's compensation with Pfizer's short-term and long-term performance and to provide the compensation and incentives needed to attract, motivate and retain key executives who are crucial to Pfizer's long-term success. To this end, we regularly consult with shareholders to refine our executive compensation philosophy, program and practices.

The compensation of our Executive Leadership Team—the CEO and the executive officers reporting directly to the CEO—is determined by the Compensation Committee of Pfizer's Board of Directors. This Committee, composed exclusively of independent Directors, seeks to align our compensation program with our pay-for-performance philosophy and our shareholders' interests. The Committee has engaged an independent compensation consultant who has no other ties to the company or its management and who meets stringent selection criteria. We continue to implement and maintain appropriate practices, including a number of controls that mitigate risk, in our compensation program and related areas. Pfizer executives are required to own Pfizer common stock equal in value to a multiple of salary, ranging from at least six times salary for our CEO, to at least four times salary for the other members of our Executive Leadership Team. Ownership must be achieved over a five-year period.

For a detailed explanation of the Company's compensation philosophy, which is set by the Compensation Committee, please see the Compensation Discussion and Analysis section of Pfizer's Proxy Statement or visit the Investor's section of Pfizer's website [www.pfizer.com/investors/](http://www.pfizer.com/investors/).

## Determination.

## Ethics

Strong standards of ethics and strong ethical performance are at Pfizer's core. We are committed to upholding the highest ethical standards in every aspect of our business.

Our training programs and organizational structures have been developed to go beyond compliance. All colleagues are expected to take ownership of compliance and to perform all tasks with integrity. We continuously scrutinize our internal practices and have put into place procedures for taking immediate action when we identify potential violations. We offer a Compliance Helpline, an Open Door Policy and anti-retaliation protections, and launched in 2011 an Office of the Ombudsman to further encourage all Pfizer colleagues to report potential violations or concerns.

## Compliance

Pfizer's Compliance Program, established under the direction of Pfizer's Board of Directors, is led by our Chief Compliance & Risk Officer (CCRO), who reports to the CEO and is a member of the Executive Leadership Team. The CCRO and staff provide oversight of Pfizer's compliance programs and guidance to help colleagues stay fully compliant with applicable laws, regulations and company policies. In addition, we have a robust internal audit group, with a direct reporting relationship to the Audit Committee of the Board of Directors as well as a reporting relationship to the Chief Financial Officer. Both the CCRO and the head of Corporate Audit have wide authority to investigate any compliance issues in their respective areas. As part of our commitment to continuous improvement, we regularly review our compliance program to make certain that it remains best in class.

Colleagues worldwide are trained every year on Pfizer's Code of Conduct, known as the "Blue Book." Pfizer has made considerable investments to combat bribery and corruption. Our International Anti-Bribery and Anti-Corruption Corporate





Procedure, designed to prevent and detect violations of the U.S. Foreign Corrupt Practices Act and its foreign law counterparts, requires the adoption of local procedures and training of appropriate colleagues. We have established reporting mechanisms that include a compliance helpline (available in more than 100 languages) and Web reporting tools, where available, that allow colleagues around the world to raise concerns and seek guidance. Where permitted by law, suspected compliance issues may be reported anonymously. These efforts support our expansion globally and help make certain that our business is conducted in accordance with the highest ethical standards around the world.

In 2011, the Regulatory and Compliance Committee of the Board of Directors was formed. This Board-level Committee is dedicated to assisting the Board of Directors with overseeing and reviewing the company's health care related regulatory and compliance issues, including its compliance programs and the status of compliance with related laws, regulations, internal procedures and the company's Corporate Integrity Agreement.

## Public Policy, Political Contributions and Lobbying

Engaging in public policy is crucial in creating an enabling environment to improve access to quality medicines and health care. As a highly regulated industry, we believe that public policy engagement, including lobbying and political contributions, is an important and appropriate role for companies in open societies, if such engagement is conducted in a legal and transparent manner. We comply with all applicable lobbying registration and disclosure laws, and provide added transparency beyond legal requirements. Pfizer reports quarterly on lobbying expenses. We publicly disclose our Pfizer Political Action Committee and corporate political contributions and grants for health care education on our website. Pfizer has also voluntarily signed onto the European Commission's new register of interest representatives.

## Ethical Sales and Marketing

The use of prescription-only medications and vaccines is intermediated by a number of experts, including doctors, pharmacists and payers. Patients depend on these intermediaries to make the right choices in medicines, with the goal of the best health outcome. It is important that these intermediaries, doctors in particular, fully understand the range of options for treatment available to them, and also fully understand the risks and benefits of each treatment. Patients should similarly be informed about treatment choices so they are better equipped to engage in discussions with their doctors and know how to use products safely and effectively.

### 2011 Highlight

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Pfizer ranked among the best of the S&P 100 for disclosing corporate political activity in the first-ever CUNY/Baruch College's Index of Corporate Political Disclosure. Executed by Baruch College's Robert Zicklin Center for Corporate Integrity, and compiled only from the information made public by each company, the Index measures a company's willingness to voluntarily disclose and be transparent about its corporate political activity. Pfizer is the only pharmaceutical company ranked in the Index's top tier.



We are thus committed to promoting our products responsibly and reporting about our business practices in a fashion that promotes transparency. We believe that it is important to educate patients and providers about health care treatments, so that physicians who prescribe our medicines can make decisions rooted solely in the best interests of the patient. Pfizer adheres to all applicable laws and regulations as well as to industry standards. To ensure our communication and marketing approaches uphold the highest standards, Pfizer has extensive mandatory, company-wide training on these standards of communication and conduct.

### **Disclosing Payments to Health Care Professionals**

Transparency in our relationships with health care professionals sets the right tone for our business. We publish on our website Pfizer's payments and the value of noncash items provided to licensed U.S. health care professionals, including in connection with speaking engagements and clinical research activities. Our disclosure of research payments further identifies major academic institutions involved with clinical trials, and the principal investigators on clinical trials. We do not pay health care professionals for prescribing our medicines or as an inducement for promoting our medicines, vaccines or nutritional products.

Pfizer was the first biopharmaceutical company to report payments to investigators conducting Phase I–IV clinical trials, in addition to disclosing payments for consulting and speaking. We believe that sharing this information will help the public understand the full breadth of the important collaborative work done by industry, academia and health care professionals to advance patient health.

### **Direct-to-Consumer Advertising**

Responsible consumer advertising has proven value in helping patients engage in more informed conversations with their health care providers, leading to better health outcomes. In all of our consumer advertising, we adhere to applicable FDA regulations and guidance. We also abide by the PhRMA Guiding Principles on Direct-to-Consumer (DTC) Advertising About Prescription Medicines. We follow strict internal standards that have been developed to ensure the information we share with consumers is: (1) scientifically sound; (2) balanced; (3) easy to understand; and (4) helpful in encouraging people to consult with a health care professional. And we continue to examine our internal protocols to ensure our DTC standards keep pace with industry standards, guidance, law and regulation.



## Human Rights

As a global company, we operate in complex economic, social and political environments. These complexities bring with them an enlarged role for us in ensuring human rights within our operations and in working for human betterment through our increasingly broad global presence.

Thus, we account for and respect human rights in all of our business activities, wherever we operate in the world. We fully support the principles contained in the Universal Declaration on Human Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. Pfizer is a signatory of the United Nations Global Compact and we support its Ten Principles on human rights, labor, environment and the fight against corruption.

## Resources

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View Pfizer's [Political Action Committee Report](#).

Learn more about the policies and practices that govern [how we work together](#).

Learn more about the policy on [Interactions with Health Care Professionals](#).

Learn more about the policy on [Payments to Health Care Professionals](#).



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**Innovation.** > Research & Development

## Engine For Sustainable Innovation

We have launched a multiyear effort to accelerate Pfizer's R&D strategy and create an Engine for Sustainable Innovation (ESI).

Pfizer has responded to today's biopharmaceutical R&D challenges with a rigorous strategy to drive steady progress towards three horizons centered on delivering the portfolio, innovating new capabilities, and creating the R&D ecosystem of the future.

In 2011, Pfizer made significant changes in our R&D model to accelerate the implementation of this strategy, create an ongoing flow of important medicines and vaccines, and improve return on invested capital. These changes reflect our commitment to:

### Greater Focus

Strengthening our scientific core and focusing on areas of greatest medical and commercial potential

### Strategic Externalization

Forging novel partnerships to access the best science and focus internal activities on those driving competitive advantage for Pfizer

### Differentiated Innovation

Positioning ourselves for breakthrough innovation by developing the approach and the culture to deliver the most important medicines and vaccines, with a special focus on Precision Medicine R&D—an approach to discovering and developing medicines and vaccines that deliver superior outcomes for patients, by integrating clinical and molecular information to understand the biological basis of disease

To initiate this acceleration effort, in February 2011 we selected the research areas in which we believe we can deliver the greatest medical and commercial impact. Based on these choices, we honed and prioritized our programs and portfolio. We also shifted our site network to more closely align with key hubs for science and technology, putting us in closer contact with leading biomedical research institutions and providing access to a deep talent base in the life sciences. We established new models to access the best external science and technology, and we created novel and flexible partnerships to externalize R&D services that can be done by specialized service providers enabling Pfizer to focus internal resources on the highest value activities. In making these changes, we reduced both our research site footprint and the number of vendors who provide services. Taken together, these and other changes are helping us improve Pfizer's performance as an innovator, while reducing the cost base from which we develop and deliver differentiated medicines and vaccines.

In summary, our ESI efforts reset our R&D investments in a careful manner, to create a higher return platform from which we can grow. Improving R&D return is a priority for the entire industry to sustain an innovative biopharmaceutical R&D model. It requires that we shift from a "high volume" R&D approach that was the industry paradigm for several decades to a more selective approach in which we strive to increase the value of every activity we undertake, reduce the cost of failures and increase our probability of success. That's a shift from pursuing high volume, to seeking to deliver high value. And it requires us to work differently. In the last year, Pfizer has addressed this challenge head-on.

With biomedical innovation at our core, everything we do is centered on inventing and delivering the novel medicines and vaccines that people need. That is our purpose, and it is well worth our efforts.

## 2011 Highlights

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Prioritized the portfolio, providing additional resources to accelerate the most promising programs.

Launched a specialized research unit for pain and sensory disorders, Neusentis, located in Cambridge, U.K.

Discontinued 91 programs in the pre-proof-of-concept portion of our pipeline and 12 in the post-proof-of-concept portion, to focus more resources on promising drug and vaccine candidates, and found development partners or new homes for some of the assets in discontinued programs.

Refreshed and strengthened key research units—Cardiovascular, Metabolic and Endocrine Diseases, Inflammation and Remodeling, Immunology and Autoimmunity, Neuroscience, Oncology and Vaccines.

## Horizons of Innovation

As referenced above, our R&D strategy spans three horizons, which are described below.



## Horizon 1: Deliver the Portfolio

In 2011, a number of new medicines and indications emerged from our reinvigorated pipeline and were approved, underscoring our ability to translate science into patient benefit. Key regulatory authorizations included Xalkori in the U.S.; Xiapex, Vyndaqel and Eliquis in the EU; and Prevnar 13/Prevenar 13 for the prevention of pneumococcal pneumonia in adults over 50, in the U.S. and EU. As of February 2012, we had 90 new medicines and vaccine programs in development. These include treatments for diabetes, hypercholesterolemia, lupus, hematological and solid tumors, acute pain, Alzheimer's and other neuropsychiatric diseases, and a *Staphylococcus aureus* vaccine, as well as multiple indications for tofacitinib, our novel JAK-3 inhibitor already under review in Europe, the U.S. and Japan for rheumatoid arthritis (Click [here](#) for an overview of our pipeline). We continue to work to more effectively integrate scientific, business and financial parameters, so that we can deliver on the promise of our mid-stage pipeline of highly differentiated molecules and vaccines—and bring to market the next wave of important medicines and vaccines.



## Horizon 2: Innovate New Capabilities

Several emerging science and technology platforms are driving important new R&D capabilities and the progress of our pipeline. Examples include ion channel technology that offers the potential for a new approach to treating pain and other disorders associated with this mechanism. Our recent acquisition of Icagen further strengthens our leading capability in this area. Our growing portfolio of antibody drug conjugates could yield powerful treatments for cancer, including inotuzumab, which is currently in Phase 3 studies for Non-Hodgkin's Lymphoma. Our vaccine technology platforms are making it possible for Pfizer to expand into vaccines for all ages and geographies, with an important program in prevention of meningococcal B disease in adolescents. We also are investing in the next generation of sophisticated small molecules, including tissue-selective drugs, such as liver-selective glucokinase activators against type 2 diabetes.

A new, more expansive approach to external collaboration is essential to our R&D strategy—forging partnerships that connect the assets and capabilities of different sectors to speed the development of new medicines. Our [Centers for Therapeutic Innovation](#), or CTI, blends the research expertise of academics in disease, targets and patient populations with Pfizer's R&D knowledge, resources and development capabilities. CTI's innovative business model is based on partnerships to accelerate the translation of science into novel antibody-based treatments, and positions Pfizer to broaden and diversify its R&D pipeline with additional next generation therapeutics.

### Horizon 3: R&D Ecosystem of the Future

In our third horizon, we will move to a much more networked R&D model—shaping the innovation ecosystem of the future and optimizing the promise of Precision Medicine. The R&D ecosystem of the future will scale and expand the emerging collaborations getting underway today, drawing on the total capabilities in the biomedical research community, reducing silos and increasing productivity. Precision Medicine R&D will be a major focus of our efforts. This approach should lead to better selection of disease pathways and identification of patient sub-populations that demonstrate better clinical outcomes. Ultimately, Precision Medicine R&D is intended to result in treatments that deliver bigger treatment effects, with acceptable or favorable safety profiles. As the recently fast-tracked and approved Xalkori (for ALK-positive Non Small Cell Lung Cancer patients) attests, Precision Medicine holds considerable promise for patients and our business.

We are driving a Precision Medicine strategy across Pfizer, with the following goals in mind:

By 2012, half of proof-of-concept study starts will have a Precision Medicine approach.

By 2015, two out of every three drugs entering Phase III will have a Precision Medicine approach.

By 2020, four out of every five drugs launched will be Precision Medicine drugs.



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**Innovation.** > Research & Development

## Partnering to Expand R&D Impact

Pfizer is a leader, but we do not act alone. More and more, we are collaborating with peer firms, research organizations, leading academics, global health organizations, governments and patient groups to speed new medicines and vaccines to the people who need them.

In fact, we work with more than 250 R&D partner organizations. To increase the success of our partnerships, we are placing our R&D groups in the mainstream of the world's greatest science and technology hubs, from Cambridge, U.K. to La Jolla, California. This is strategic—and key to our efforts to strengthen Pfizer's position as a leading biomedical innovator.

### Centers for Therapeutic Innovation

One of Pfizer's newest partnerships, [The Centers for Therapeutic Innovation \(CTI\)](#), represents a new approach to biopharmaceutical R&D. A groundbreaking, open-innovation network, CTI's four Centers in Boston, New York City, San Francisco and San Diego are partnered with many of the country's leading academic medical institutions. Our goal is to bridge the gap between early scientific discovery and its translation into new medicines.

A key aspect of CTI is Pfizer's commitment to establish local Centers that enable Pfizer and academic medical center teams to blend the research expertise of academics in disease, targets and patient populations with Pfizer's developmental expertise and resources. This model puts our scientists to work side by side with those of our CTI partners.

Pfizer funds preclinical and clinical development programs, offers equitable intellectual property and ownership rights, and broad rights to publication, and

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### CTI Partnerships

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#### CTI New York

Albert Einstein College of Medicine of  
Yeshiva University  
Columbia University Medical Center  
Hospital for Special Surgery  
Memorial Sloan-Kettering Cancer Center  
The Mount Sinai Medical Center  
NYU Langone Medical Center  
Rockefeller University  
Weill Cornell Medical College

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#### CTI Boston

Beth Israel Deaconess Medical Center  
Boston University School of Medicine and  
Boston Medical Center  
Children's Hospital Boston  
Harvard University  
Partners HealthCare (Massachusetts  
General Hospital, Brigham & Women's  
Hospital)  
Tufts University and Tufts Medical Center  
University of Massachusetts Medical  
School in Worcester

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#### CTI San Diego

Sanford-Burnham Medical Research  
Institute  
University of California San Diego

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#### CTI San Francisco

University of California San Francisco

provides unprecedented access to its antibody libraries and other proprietary technologies. In exchange, Pfizer obtains access to many novel targets and hypotheses, and an opportunity to accelerate the translation of important new discoveries to the clinic. CTI's collaborative and entrepreneurial business model has the potential to improve our R&D productivity, and broaden and diversify our pipeline with next generation therapeutics.

In its first year, CTI has built a portfolio of 16 projects in a variety of disease areas. Our goal to advance three programs to proof of mechanism by 2014 is within reach.

### **Eliquis – A Profile in Partnered Drug Development**

Showing what we can accomplish through external partnerships within our industry, Eliquis (apixaban) has been approved in Europe for the prevention of venous thromboembolism following elective hip or knee replacement surgery, and is under EU, Japanese and U.S. FDA review for stroke prevention in patients with atrial fibrillation. An oral anticoagulant, Eliquis has shown in clinical trials to be superior in efficacy, safety and mortality to warfarin, the 50-year-old standard of care.

Eliquis is a new oral direct Factor Xa inhibitor, a class of agents being studied for their potential to prevent and treat blood clots, and was discovered by Bristol-Myers Squibb. In 2007, Pfizer and Bristol-Myers Squibb entered into a worldwide collaboration to develop and commercialize Eliquis. This global alliance combines Bristol-Myers Squibb's strengths in cardiovascular drug development and commercialization with Pfizer's global scale and vast expertise in this field.

### **2011 Highlights**

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Leased and broke ground on a 180,000-square-foot site on the campus of the Massachusetts Institute of Technology (MIT) for lab space that will be the new home of two of Pfizer's research units—Cardiovascular, Metabolic and Endocrine Diseases, and Neuroscience.

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Announced collaborations with U.S. payers Medco and Humana to improve patient outcomes through collaborative use of genomic and real world data to enhance development and use of the right medicines for the right patients.

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To better position Inlyta (axitinib) in the Asian market, partnered with SFJ Pharmaceuticals to develop the compound as adjuvant therapy for renal cell carcinoma in Japan, Korea, China and Taiwan.

**Innovation.** > Research & Development

## Advancing Our Pipeline

Our strategy of prioritization and sharper scientific inquiry has yielded a focused portfolio of promising drug candidates. As of year-end 2011, the Pfizer pipeline had 90 programs in process, from Phase I through registration. These included 70 new chemical entities, 23 additional indications, 49 small molecules, 24 biologics and three vaccines in development.

### Resources

View our roster of [new drugs](#) that recently emerged from the pipeline.

For the latest pipeline, visit [Pfizer.com/research](http://Pfizer.com/research)

### Programs in Clinical Trial or Registration

as of February 28, 2012



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**Innovation.** > Research & Development

## Treating Neglected and Rare Diseases

We see both opportunity and purpose in working to eradicate diseases of the developing world and to find effective treatments for diseases that are devastating but may affect only a very few.

Pfizer has a long history of contributions to research aimed at controlling or eliminating diseases that disproportionately impact poor patients in the developing world. We are currently working to address malaria in pregnancy, the most common and yet preventable cause of maternal and perinatal morbidity and mortality in sub-Saharan Africa. About 125 million pregnancies are at risk of malaria every year and 10,000 women and up to 200,000 babies die as a result. The emergence of resistance to sulfadoxine-pyrimethamine, the currently adopted Intermittent Preventative Treatment in Pregnant Women (IPTp), has prompted a need to develop new and effective regimens. Pfizer and Medicines for Malaria Venture are working together to develop a fixed-dose combination tablet of azithromycin and chloroquine for IPTp. This program is currently in Phase III of clinical development. More information on Pfizer's malaria efforts in sub-Saharan Africa is available on our [website](#). Pfizer also provides a variety of treatments, and seeks to develop new ones, for HIV/AIDS, through our joint venture with GlaxoSmithKline, known as [ViiV Healthcare](#).

## WIPO Re:Search: Sharing Innovation in the Fight Against Neglected Tropical Diseases

In partnership with the World Intellectual Property Organization (WIPO) and BIO Ventures for Global Health (BVGH), Pfizer and the R&D pharmaceutical industry launched an R&D consortium, known as WIPO Re:Search, in October 2011. The consortium was created to accelerate the discovery and product development of medicines, vaccines and diagnostics to develop new solutions for neglected tropical diseases, malaria and tuberculosis. This work is unprecedented as it includes diverse global health partners such as multilateral organizations, nongovernmental organizations and patent offices, as well as private and public research organizations from around the world, including the National Institutes of Health, Medical Research Council (South Africa), *Drugs for Neglected Diseases initiative*, Fundação Oswaldo Cruz, Indian Council for Medical Research, and the U.S. Patent and Trademark Office.

The consortium addresses several factors that have previously impeded the development of effective solutions including inadequate networks for sharing information, the need for a central information point where prospective partners can learn of ongoing work and capabilities in specific diseases, cumbersome intellectual property licensing procedures, and inadequate funding to support vibrant and consistent R&D. When fully in place, WIPO Re:Search will provide three services:

- A comprehensive platform/database, hosted by WIPO, of patent and other proprietary information (such as clinical trial results) on compounds and technologies available for licensing for neglected tropical diseases research.
- A partnership hub, managed by BVGH, providing a forum where interested parties can learn about licensing opportunities, available funds for research and networking opportunities within their respective fields.
- A range of specific supporting activities to increase and improve licensing agreements and to quickly resolve disputes over intellectual property.

Pfizer's contributions to WIPO Re:Search include patents for veterinary agents that might provide clues to more effective treatment of human worm infections and intellectual property covering selected vaccine technologies. In addition, we are sharing information from our animal health research that has the potential to be leveraged for human neglected tropical parasitic diseases.

For more information, please visit the WIPO Re:Search website, available at

## 2011 Highlights

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A novel collaborative research agreement between Children's Hospital Boston and Pfizer is directed to the development of new therapies for Duchenne muscular dystrophy. We are providing access to select proprietary compounds that will be tested in the hospital's world-class academic research laboratory, and committing Pfizer resources, such as expertise in medicinal chemistry, to this cause.

GlycoMimetics, Inc. and Pfizer entered into an exclusive worldwide licensing agreement for a drug candidate, GMI-1070, currently in development to treat patients experiencing vaso-occlusive crisis associated with sickle cell disease. GMI-1070 has received Orphan Drug and Fast Track status from the U.S. Food and Drug Administration. While the genetic and molecular cause of sickle cell disease has been known for more than 50 years, therapy has not significantly advanced.

Vyndaqel (tafamidis) was approved in the EU in November 2011 for the treatment of transthyretin familial amyloid polyneuropathy (TTR-FAP) in adult patients with Stage 1 symptomatic polyneuropathy. This approval represents a major advance as Vyndaqel is the first and only medication approved to delay neurologic impairment for patients suffering from this rare, progressive and nearly always fatal neurodegenerative disease, estimated to affect 8,000 people worldwide.



[www.wiporesearch.org](http://www.wiporesearch.org).

## Rare Diseases

Rare diseases affect millions of patients and their caregivers around the world—yet fewer than five percent of the estimated 7,000 rare diseases have approved treatments. Pfizer is dedicated to addressing these unmet medical needs by seeking to discover, develop and deliver medicines for them. Currently our pipeline includes a number of medicines in development for rare diseases, including Gaucher disease and complications of sickle cell anemia.

## Resources

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For more information on Pfizer's Malaria Efforts, view [Malaria Efforts](#).

**Innovation.**

## Conducting Clinical Trials to the Highest Standards



Clinical trials are at the heart of biomedical progress, and we honor volunteers for clinical trials as the unsung medical heroes of our day.

We have always been committed to the highest standards of integrity and conduct in clinical trials, and now we are working to further improve our clinical trial infrastructure. Our goal is to make the clinical trial process simpler and better, and to make sure that all of our trials are done to the highest standards, fully protecting the rights and welfare of the trial participants.

### Building Quality and Accountability Into Clinical Trials

Late in 2010, Pfizer launched the Clinical Trial Excellence Project, a top-to-bottom re-engineering of our clinical trial process to make sure that quality procedures are built into every step of the way. The project is achieving its milestones and is expected to complete in late 2012. When complete, it will give us additional state-of-the-art capabilities to help ensure patient safety, data integrity and full compliance with ethical and regulatory standards for clinical research.

To improve efficiency and accountability, we have established strategic partnerships with the respected global firms, Icon and PAREXEL, for clinical trial implementation services. We will be moving 200 of our existing 800 ongoing trials to Icon and PAREXEL, and all future trials will be handled in collaboration with them.

We are committed to leading the efforts for transparency in clinical trials. As of December 2011, we have registered more than 2,500 studies to [clinicaltrials.gov](http://clinicaltrials.gov).

### Transparency in Clinical Trials by the Numbers

80,000+ monitoring visits conducted at clinical trials sites around the world in 2011

100+ data-monitoring committees overseeing the safety of Pfizer trials around the world.

2,000 clinical and medical colleagues sharing responsibility for clinical trials

2,500+ clinical trials registered to [clinicaltrials.gov](http://clinicaltrials.gov)

## Global Standards

Clinical trials are not executed directly by Pfizer but rather through independent investigators. We are responsible, however, for making sure that we have clear policies and procedures in place for these investigators, and that they fully understand their responsibilities to the clinical trial volunteer. We continue to expand the diversity of the people involved in our clinical trials as that improves our knowledge of the safety and efficacy of our medicines. To date, Pfizer has executed clinical trials in more than 60 countries.

Wherever we operate, our clinical trial policies and processes require that informed consent, independent ethics reviews, post-study care and the use of placebos conform to well-established international ethical standards.

To ensure informed consent, we have invested in programs such as “speaking books” that illustrate the advantages and disadvantages of clinical trial enrollment in simple-to-understand local language, backed by illustrations.

We also build local capacity worldwide, providing training in good clinical practice to all investigators and all sites. We have developed a certification program for our clinical research staff and contractors, and more than 2,500 of them have successfully completed this program.

Wherever we conduct clinical trials, we do so in accord with consistently applied, constantly reviewed ethical and patient review standards. We sponsor a number of initiatives to help the independent investigators who enroll patients in and manage clinical trials.

## Diversity in Clinical Trials

Diversity in clinical trials helps illuminate the factors that cause differences in disease rates and paves the way for more effective medicines and medical procedures. We actively encourage and seek out participants who represent the full spectrum of humanity.

## 2011 Highlights

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Launched a “speaking book,” *Safe Use of Medicines*, in Uganda and Senegal. Designed specifically for sub-Saharan Africa, the book requires no understanding of written words. It features a combination of colorful pictures, text and sound. The book is available in both English and French and the recorded voices are local. Each page has a button to press to hear the text read out loud.

Created a “speaking book” for the IPTp Malaria Trial to help support the process of informed consent.

In a first for the industry, all Pfizer Clinical Research Units were accredited by the Association for the Accreditation of Human Research Protection Programs (AAHRPP).

Commissioned, and saw completed, a clinical trial manual, “Reviewing Clinical Trials: A Guide for the Ethics Committee,” authored by experts from the University of Hong Kong, the AAHRPP and leading bioethicists from around the world. Over 1,800 people from more than 80 countries downloaded it when launched, and it has since been translated into Chinese, Spanish and Portuguese.

Pfizer Global Health Fellows are working with AAHRPP to improve ethical research standards in China.

In collaboration with the Steve Biko Bioethics Centre, trained researchers and research ethics committee members from eight African countries in the ethical and legal responsibilities involved in research participant protections, research conduct and reporting, and research ethics review processes.





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## Innovation.

# Leading Medicines

Pfizer's portfolio includes 12 products with individual revenues exceeding \$1 billion in 2011. Many of our leading prescription medicines are top-sellers in their categories, and are among the most widely recognized and well-tested treatments in the world.

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## KEY MEDICINES

### Celebrex

Celebrex (celecoxib capsules), a prescription nonsteroidal anti-inflammatory, is a treatment for the signs and symptoms of osteoarthritis and rheumatoid arthritis, and in the U.S. and certain EU countries for the management of acute pain in adults. Celebrex is supported by continued educational and promotional efforts highlighting its efficacy and safety profile for appropriate patients..

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One of the most studied arthritis pain medicines available today

For more information visit [Pfizer Pharmaceutical Products](#)



## Enbrel

Enbrel (etanercept) is used to treat moderate to severe rheumatoid arthritis, moderately to severely active polyarticular juvenile rheumatoid arthritis, psoriatic arthritis, adult chronic moderate to severe plaque psoriasis and ankylosing spondylitis, a type of arthritis affecting the spine. A biologic that can be self-injected, Enbrel was the first biologic approved for moderate-to-severe rheumatoid arthritis, and has more than a decade of continuous safety data in patients with rheumatoid arthritis.

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No. 1 most prescribed biologic by  
rheumatologists

For more information visit [Pfizer  
Pharmaceutical Products](#)

## Lipitor

Lipitor (atorvastatin) is prescribed to treat elevated LDL-cholesterol levels in the blood. In 2011, it was the most widely used branded prescription treatment for lowering cholesterol and the best-selling prescription pharmaceutical product of any kind in the world. Lipitor is proven to reduce the risk of heart attack, stroke and other cardiovascular events in patients with certain cardiovascular risk factors or with heart disease. Despite losing exclusivity in many markets, including the U.S. in 2011, Lipitor continues to be one of Pfizer's most important products.

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Studied in more than 400 ongoing or  
completed trials, including more than  
80,000 patients

For more information visit [Pfizer  
Pharmaceutical Products](#)



## Lyrica

Lyrica (pregabalin) is indicated for the management of fibromyalgia, neuropathic pain associated with diabetic peripheral neuropathy (diabetic nerve pain), post-herpetic neuralgia (pain after shingles) and as an adjunctive therapy for adults with partial onset seizures in the U.S., and for neuropathic pain, adjunctive treatment of epilepsy and general anxiety disorder in certain countries outside the U.S.

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First approved treatment for fibromyalgia in the U.S.

For more information visit [Pfizer Pharmaceutical Products](#)

## Norvasc

Norvasc (amlodipine besylate), despite facing generic competition since 2007, remains the world's most prescribed brand name pharmaceutical for high blood pressure. Pfizer makes and distributes generic versions of Norvasc through the Established Products/Emerging Markets Business Unit and continues to make the branded version widely available.

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No. 1 most prescribed branded medicine for high blood pressure

For more information visit [Pfizer Pharmaceutical Products](#)



## Prevnar 13/Prevenar 13 Pediatric

Prevnar 13/Prevenar 13 (Pneumococcal 13-valent Conjugate Vaccine [Diphtheria CRM<sub>197</sub> Protein]) is a 13-valent pneumococcal conjugate vaccine. First introduced in 2009, it is now the world's top-selling pneumococcal vaccine, and is approved for infants and young children in more than 110 countries. It was recently approved in the U.S. and Europe and more than 10 other countries for use in adults 50 years and older.

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World's top-selling pneumococcal vaccine

For more information visit [Pfizer Pharmaceutical Products](#)

## Pristiq

Pristiq (desvenlafaxine) is used to treat major depressive disorder in adults, and is believed to work on two chemicals in the brain, serotonin and norepinephrine. In contrast to many other antidepressants that must be started at a low dose and titrated up to a therapeutic dose, Pristiq patients can start at a dose proven to relieve depression symptoms: 50 mg, one pill, once a day. In addition, Pristiq does not undergo CYP2D6 metabolism in the liver, thereby reducing the risks of pharmacokinetic drug-drug interaction with other medications that do need to be metabolized through this important enzyme system.

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Once-a day, 50 mg dose, proven to relieve depression symptoms

For more information visit [Pfizer Pharmaceutical Products](#)



## Sutent

Sutent (sunitinib malate) is used by oncologists to treat advanced renal cell carcinoma, including metastatic renal cell carcinoma (mRCC), gastrointestinal stromal tumors after disease progression on, or intolerance to, imatinib mesylate, and advanced pancreatic neuroendocrine tumors. The third indication was approved in late 2010 in the EU and in 2011 in the U.S. Sutent's efficacy in first-line mRCC includes two-year survival data, the first time that overall survival of two years has been seen in the treatment of advanced kidney cancer.

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Most-prescribed oral mRCC therapy in the U.S.

For more information visit [Pfizer Pharmaceutical Products](#)

## Viagra

Viagra (sildenafil citrate) is the No. 1 prescribed treatment for erectile dysfunction (ED) in the world and one of the world's most recognized pharmaceutical brands. Introduced in 1998, Viagra is backed by more than 13 years of patient experience, and has been shown to effectively treat ED in men who have concomitant health issues such as hypertension, depression and diabetes.

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No. 1 prescribed treatment for erectile dysfunction in the world

For more information visit [Pfizer Pharmaceutical Products](#)



## Zyvox

Zyvox (linezolid) is the world's best-selling branded agent for the treatment of certain serious complicated skin and nosocomial pneumonia infections caused by gram-positive pathogens, including methicillin-resistant *Staphylococcus aureus* (MRSA). Zyvox works against MRSA by a unique mechanism of action, minimizing the potential for cross-resistance. Available in both oral and intravenous forms, and approved for adults and children, Zyvox offers doctors considerable flexibility in the transition of patients from hospital settings to home or other convalescent care

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World's best-selling branded agent for the treatment of MRSA

For more information visit [Pfizer Pharmaceutical Products](#)

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## NEW FROM OUR PIPELINE

### Eliquis

Eliquis (apixaban), which is being developed and commercialized with our alliance partner Bristol Myers-Squibb, was approved in Europe in May 2011 for the prevention of venous thromboembolism in patients who have undergone elective hip or knee replacement. Filings for stroke prevention in patients with atrial fibrillation have been accepted in Europe and the U.S. The companies also have submitted that indication for review in Japan.

### Inlyta

Inlyta (axitinib) was approved in January 2012 in the U.S. for the treatment of patients with advanced renal cell carcinoma after failure of one prior systemic therapy.

## **Oxecta**

Oxecta (oxycodone HCL, USP), Tablets CII was approved in the U.S. in June 2011 for the management of moderate to severe pain where the use of an opioid analgesic is appropriate. Oxecta is the first immediate-release oxycodone medicine that applies technology designed to discourage common methods of tampering associated with opioid abuse and misuse. Pfizer is licensing the technology in Oxecta from Acura Pharmaceuticals.

## **Prevnar 13/Prevenar 13 Adult – new indication**

Prevnar 13/Prevenar 13 (Pneumococcal 13-valent Conjugate Vaccine [Diphtheria CRM<sub>197</sub> Protein]) for adults 50 years and older was approved in the U.S. and Europe and more than 10 other countries for various syndromes of pneumococcal disease in 2011.

## **Revatio – new indication**

Revatio (sildenafil) was approved in Europe in May 2011 for the treatment of pediatric patients aged 1 to 17 years old with pulmonary arterial hypertension.

## **Sutent – new indication**

Sutent (sunitinib malate) was approved in the U.S. in May 2011 for the treatment of progressive, well-differentiated pancreatic neuroendocrine tumors (NET) in patients with unresectable locally advanced or metastatic disease, a rare cancer reported in two to four people per million annually worldwide.

## **Vyndaqel**

Vyndaqel (tafamidis) was approved in the European Union in November 2011 for the treatment of transthyretin familial amyloid polyneuropathy (TTR-FAP) in adult patients with Stage 1 symptomatic polyneuropathy. This approval represents a major advance as Vyndaqel is the first and only medicine to delay neurological impairment for patients suffering from this rare, progressive and nearly always fatal neurodegenerative disease, estimated to affect 8,000 people worldwide.



### Xalkori

Xalkori (crizotinib) was approved in the U.S. in August 2011 as the first and only therapy for patients with locally advanced or metastatic ALK-positive non-small cell lung cancer.

### Xiapex

Xiapex (collagenase clostridium histolyticum) was approved in Europe in February 2011 as a new nonsurgical treatment option for Dupuytren's contracture—a thickening and contracture of tissue beneath the palm and fingers, in adult patients with a palpable cord. Dupuytren's disease is a slowly progressive connective tissue disorder that can cause the affected finger to bend into the palm of the hand.





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## Innovation.

# Leading Consumer Healthcare Products

Pfizer Consumer Healthcare's products include over the counter (OTC) medicines, supplements and other treatments that are top-sellers in their categories and familiar to consumers around the world.

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## KEY MEDICINES



### Advil

Advil is the No. 1 selling branded OTC analgesic in the world for symptoms including headache, muscle aches, minor arthritis or other joint pain or backache. Advil PM offers the power of Advil with a gentle sleep aid when pain keeps you up at night. In 2011 Advil Nighttime was approved in Canada where it is the first product of its kind. Children's Advil provides unsurpassed fever relief: nothing relieves fever faster\* or keeps it down longer—up to 8 hours of relief in just one dose.† Advil also offers respiratory products, such as Advil Congestion Relief that can help temporarily relieve symptoms associated with the common cold and flu.

\* Based on reducing fever below 100°F

† Among leading OTC fever reducers/pain relievers

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#1 selling branded OTC  
analgesic in the world

Learn more about Advil by  
visiting: [advil.com](http://advil.com)



## Caltrate

Caltrate is the No. 1 selling brand of calcium supplements globally and in the U.S. In the U.S. only, Caltrate delivers 1,200mg of calcium and 800 IU of vitamin D3 in just two tablets a day. Each tablet is rich in vitamin D3 which helps aid in the absorption of calcium. Recent launches include Caltrate Plus in China, Gummy Bites in the U.S. and Caltrate Plus Glucosamine in Taiwan.

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No. 1 selling branded calcium supplement in the world

Learn more about Caltrate by visiting: [caltrate.com](http://caltrate.com)



## Centrum

Centrum is the No. 1 selling brand of multivitamins in the world, providing a range of complete and scientifically advanced multivitamins for adults and children. Centrum multivitamins help fill dietary gaps and support important life benefits including energy, immune function metabolism and eye health. The product range includes Centrum Kids, Centrum Under 50 (Adults, Men, Women) and Centrum 50+ (Adults, Men, Women). Centrum Specialist is a new line of enhanced complete multivitamins that gives you all the benefits of a Centrum Complete multivitamin plus additional support for a specific health benefit. There are four Centrum Specialist products: Energy, Heart, Vision and Prenatal. In the U.S., the new line of Centrum ProNutrients dietary supplements includes an Omega-3, a Probiotic, and a Fruit & Veggie product that builds upon 30 years of Centrum science to help consumers take their nutrition to the next level beyond multivitamins.

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No. 6 OTC brand in the world,  
sold in 87 countries

Learn more about Centrum by  
visiting: [centrum.com](http://centrum.com)



## Chapstick

ChapStick is the leading lip care brand in the United States and has been replenishing, rehydrating and protecting lips for over 125 years.

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Three popular products are Moisturizer, Classics Cherry and Classics Original

Learn more about Chapstick by visiting: [chapstick.com](http://chapstick.com)



## Robitussin

Robitussin has been providing effective relief from cough and cold symptoms for over 50 years. It is the No. 3 branded cough remedy worldwide and is available in over 40 countries. In addition to our extensive lineup of cough and cold products, we introduced new Robitussin Nasal Relief Tablets for both day and nighttime in the U.S. Now you can get multisymptom relief of nasal congestion, headache and sore throat in a convenient tablet form from Robitussin.

No. 3 branded cough remedy worldwide,  
available in over 40 countries

Learn more about Robitussin by  
visiting: [robitussin.com](http://robitussin.com)



## Thermacare

ThermaCare HeatWraps deliver heat that penetrates deep, warming the muscle right where it hurts—to relax, soothe and unlock tight muscles. ThermaCare HeatWraps have transformed the field of heat therapy in recent years by making it portable, safe and long-lasting.

ThermaCare HeatWraps keep on working even after you take them off. Up to 8 hours on + up to 8 hours off = up to 16 hours of back pain relief

Learn more about Thermacare by visiting: [thermacare.com](http://thermacare.com)

**Innovation.**

## Ensuring Our Global Supply Chain



We believe that providing fast, flexible and innovative supply solutions is entirely compatible with demanding high standards for quality, safety and environmental protection.

We strive to ensure that all Pfizer products are produced to the highest standards, in compliance with all applicable regulations, and are always available when needed.

We select external partners, including the suppliers who help us produce active ingredients, secure packaging and entire lines of our medicines, based on a number of factors including competitive pricing, but price is never the determining factor. We apply rigorous systems of quality assurance, including inspections and audits of both Pfizer-owned facilities and other facilities in our supply network, and insist that quality systems include direct oversight of the “chain of custody” of suppliers. Our dedicated quality assurance colleagues, located in our major markets, speak local languages, understand the local business environment and closely follow the operating practices of our suppliers. Our oversight of quality extends to the evaluation of process changes, deviations and trends, and onsite reviews during production.

### Environment, Health and Safety Within the Supply Chain

For our supply chain, we seek to ensure that our chemical and biological product suppliers demonstrate strong performance in the management of environment, health and safety (EHS) risks. We have established an external supply EHS support function to that end. We check our suppliers by onsite evaluations (139 in 2011); EHS evaluation results are used when deciding to select a supplier. Where improvement is needed, we help suppliers reduce risk with targeted training and coaching, for example to upgrade facilities and management systems.

#### Our Global Supply Chain

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3,000+ Formulations

54 Internal Logistics Centers

500+ Suppliers

89 Manufacturing Sites

200 Transportation Centers





In 2011, we established a partnership with the Institute of Sustainable Communities (ISC), an organization committed to advancing sustainability in developing countries through education and training. We also participate in the Pharmaceutical Supply Chain Initiative (PSCI) as an active supporter of collaborative industry efforts to improve performance in supply chain management.

## 2011 Highlights

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Pfizer's EHS external supply team completed a total of 213 supplier assessments:

- Asia 89 (42 % of assessments)
- Americas 61 (29 % of assessments)
- EU / AfME 63 (29 % of assessments)

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**Innovation.** > Ensuring Our Global Supply Chain

## Meeting Drug Shortages

Drug shortages—particularly involving generic injectables, cancer agents and anesthetics—are occurring with increasing frequency in the U.S. as other companies cut costs and rely on older manufacturing plants. The FDA reports that U.S. prescription drug shortages more than doubled from 2005 to 2009 and reached an historic high in 2010, with 178. Of these, 132 were sterile injectable drugs, particularly older cancer agents and surgical anesthetics.

Integrated solutions are needed to solve the problem of drug shortages. In the meantime, Pfizer has stepped up production and is applying its global reach and supply capabilities to deliver some critical medicines and help alleviate shortages.

- Pfizer stepped in to supply Solu-Medrol, an anti-inflammatory steroid, and Flagyl, an antibacterial, to patients when other suppliers had manufacturing disruptions.
- From January to August 2011, Pfizer met all demand requirements for Camptosar, which is used to treat colon and rectal cancers, after a competitor recalled large batches of product due to contamination.
- Pfizer is currently managing and supporting all requests for doxorubicin hydrochloride, an oncology injectable, after the FDA approved the product's reintroduction in March 2011, following severe market shortages.



Generic cancer and anesthetic injectables often are not simple to produce, due to the specialized equipment and controlled temperatures they require, as well as the complexity of their manufacturing processes. The ability of Pfizer's Established Products Business Unit and Pfizer Global Supply to supply these medicines is a testament to our capabilities, as well as to our customer and patient focus. That said, we want all manufacturers and purchasers of these medicines, as well as regulators, to join us in finding longer-term solutions to this critical issue.

## Humanity

# Expanding Access to Health



No one should go without essential medicine. We have long recognized our responsibility to help provide affordable access to medicine to people who cannot afford our products, and further, to help build the world's capacity to deliver better health care to more people.

Of the 7 billion people on earth, one-third do not have regular access to essential medicine.

Our approach to expanding access is aligned with the UN Millennium Development Goals and includes developing commercially viable business models to provide sustainable, long-term access for underserved populations; maintaining a strong portfolio of philanthropic investments that build global health care capacity and serve patients who have yet to be reached through our commercial businesses; and engaging in select partnerships with NGOs, private institutions, governments, aid agencies, health care professionals and patients where we can bring special resources and expertise.

We believe that these investments build Pfizer's long-term value to our investors by strengthening our reputation, opening new opportunities and giving us a foundation for expanding our operations in emerging markets. Pfizer has decades of experience and, now, growing businesses in these countries. Our success is rooted, in some part, in our willingness to invest not only in product and commercial development, but also in our strategic use of social investments to improve living standards and health care systems.

We continue to forge partnerships with stakeholders and peers, so that we are better able to serve the needs of people everywhere with life-enhancing, commercially viable health care solutions.

## 2011 Highlights

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Pfizer's Prevnar 13/Prevenar 13 recognized for excellence in scientific innovation with the 2011 Prix Galien USA Award for Best Pharmaceutical Agent.

Global Health Partnerships received the "Citizens Award"—the [Corporate Citizenship Award](#) for Best International Ambassador—from the Business Civic Leadership Center.

Received an award from China's Ministry of Commerce Executive Committee of Foreign Investment Companies, for Pfizer's support of the Chinese Foundation for Lifeline Express, a foundation that provides free cataract operations.

Received the National Outstanding Volunteer Award from the Philippine National Volunteer Service Coordinating Agency of the National Economic and Development Authority.

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**Humanity.** > Expanding Access to Health

## Efforts to Increase Access

We have implemented a portfolio of different partnerships and programs as part of our strategy to increase access to our medicines and improve health care for underserved populations in both developed and developing countries.

### Providing Important Medicines Through Institutional Buyers

One of our approaches is to work closely with global institutional buyers who purchase medicines for the neediest of patients. For example, Pfizer has long-standing business partnerships with both the U.S. Agency for International Development and the United Nations Population Fund to make our injectable contraceptive, Depo-Provera, available to women all across the globe, from sub-Saharan Africa to Southeast Asia to Latin America. We are working to expand our relationship with such institutional buyers to make a broad portfolio of our medicines accessible to as many low-income patients as possible.

### Bringing Prevenar 13 to Children in Need Worldwide

We have broadened and extended our commitment to help protect millions of infants and young children in the developing world from pneumococcal disease, the leading cause of vaccine-preventable death in young children. Pfizer will now supply up to 480 million doses of Prevenar 13 through 2023, under the auspices of the GAVI Alliance's Advance Market Commitment (AMC) for pneumococcal vaccines. Our initial agreement with the AMC, for 300 million doses over a 10-year period, was made in 2010, less than a year after the commercial introduction of Prevenar 13 in the U.S. and Europe, a historic precedent given the average 10–15-year lag between the introduction of newer vaccines in developed versus developing countries. To date, under the AMC, Prevenar 13 has been introduced into the national childhood immunization programs of Benin,

Burundi, Cameroon, Central African Republic, Democratic Republic of Congo, the Gambia, Guyana, Honduras, Malawi, Mali, Nicaragua, Rwanda, Sierra Leone and Yemen. To meet the growing global demand for Prevenar 13, we are increasing our manufacturing capabilities through a combination of capital investment, process improvements and efficiency measures throughout our supply network. Additionally, we are developing a preserved, multidose vial which, subject to the required regulatory approval, World Health Organization prequalification and AMC eligibility requirements, is expected to offer an additional option for health authorities in developing nations.

## Pfizer Helpful Answers

At Pfizer, we believe that all patients should have access to our medicines. That's why the Pfizer Helpful Answers family of patient assistance programs was created. For over 20 years, we've been committed to helping uninsured and underinsured Americans get the medicines they need. With just one call to our toll-free number, or a visit to our website ([www.PfizerHelpfulAnswers.com](http://www.PfizerHelpfulAnswers.com)), patients or their advocates will be directed to the Pfizer Helpful Answers program that might best meet their needs. Also, if we learn that patients are taking a medicine not made by Pfizer, we will refer them to other industry resources that might be able to help. In the last five years alone (2007–2011), Pfizer has helped 3.8 million uninsured and underinsured patients get access to more than 40 million Pfizer prescriptions for free or at a savings.\*

To help raise awareness of these programs, Pfizer Helpful Answers has been partnering with leading national, regional, and local community-based and patient-focused organizations to ensure patients know that help is available. Learn more about Pfizer's efforts in the community at [www.AdvocateCornerPHA.com](http://www.AdvocateCornerPHA.com).

\* Pfizer Helpful Answers is a joint program of Pfizer Inc and the Pfizer Patient Assistance Foundation.™

## Global Health Fellows

The Global Health Fellows Program is an international corporate volunteer program that places our colleagues with international development organizations designed to address global health issues and improve access, quality and efficiency of health care for underserved patients. Since 2003, over 300 Global Health Fellows have devoted more than 250,000 hours of volunteer service in 45 countries.

Assignments have included optimizing supply chains and business functions, and scaling up promising health prevention approaches. The program focuses on creating high social impact. Over time it has also yielded demonstrable business impact as Fellows return to Pfizer with a broader world vision and renewed focus on innovative ideas for reaching underserved communities with health solutions.

In 2010, Pfizer introduced a team-based volunteer component to the program to expand opportunities for colleagues to participate. Close to 50 colleagues have participated on Global Health teams in Groton, Connecticut, Peru, Mexico and Colombia. Teams work on three-week projects with community-based nonprofit partners and government health institutions to strengthen health care delivery. For example, the team in Groton focused on care improvements for Alzheimer's patients, while a team in Colombia focused on helping the country's National Cancer Institute to design a targeted cancer curriculum for health care providers.

## Millennium Development Goals

Pfizer strongly supports the Millennium Development Goals established by global leaders in 2000. Focused on alleviating the suffering of the world's poorest people, the goals address poverty and hunger, disease, maternal health, child mortality, gender equality, education, environmental sustainability and the need for a partnership to advance global development. While we can contribute to all of the Millennium Development Goals, we are most keenly focused on those that are health-related, improving access to essential medicines in developing countries and underserved areas, and strengthening the capacity of health partners and systems to help prevent disease and to diagnose serious diseases early, when treatments are generally less expensive and more effective.

Pfizer has joined an innovative public-private partnership to eliminate or control 10 neglected tropical diseases by 2020. Partners include the Bill and Melinda Gates Foundation, the governments of the U.S., U.K. and U.A.E., the World Bank, the WHO and other leading global health organizations, and more than a dozen leading pharmaceutical companies. As part of our contribution, we have committed to continue donating azithromycin until at least 2020, in the fight to combat trachoma, the leading cause of blindness in the developing world. We are also donating the drug and placebo to a study on the reduction in mortality of children treated with azithromycin.

## Resources

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For more about Pfizer's Helpful Answers visit the [Pfizer's Helpful Answers website](#).

Download Pfizer's report, [Innovative Partnerships: Progress Toward Achieving the Millennium Development Goals](#).

For more about Global Health Fellows visit the [Global Health Fellows website](#).

For more information about the Neglected Tropical Diseases partnership, see [www.UnitingToCombatNTDs.org](http://www.UnitingToCombatNTDs.org).



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**Humanity.** > Expanding Access to Health

## Investments in Health

We offer a strategic, coordinated approach to improve access to medicines and health care for underserved patients around the world. Our social investments focus on effective and sustainable health care delivery while empowering our colleagues, strengthening our stakeholder relationships, and ultimately having a positive impact on society and our business.



PROGRAMS	DESCRIPTION	TARGET REGION	IMPACT
Pfizer Helpful Answers	Provide Pfizer medicines for free or at a savings to patients who qualify	U.S.	Enabled 3.8 million uninsured or underinsured patients to get access to more than 40 million Pfizer prescriptions from 2007–2011 (Pfizer Helpful Answers)
Infectious Disease Institute	Build capacity for prevention, treatment, training, research and clinical services in Uganda	Africa	Provide ongoing care and treatment to more than 37,000 patients, with outreach to 376,000 individuals; ~6,800 health care workers from 27 countries received training in HIV/AIDS since program inception
Global Health Fellows	Improve access, quality and efficiency of health care for underserved populations through individual and team volunteer assignments	Global—Africa, Asia, Latin America, Europe, U.S.	Develop innovative public health models that address challenges in cancer and tobacco control, in an effort to combat noncommunicable diseases globally
International Trachoma Initiative	Eliminate trachoma by 2020 through the donation of Zithromax and an integrated public health strategy	Africa, Asia, Latin America	More than 285,000,000 patients treated with Zithromax to date
Mobilize Against Malaria	Educate treatment providers and patients to improve malaria treatment	Ghana, Kenya, Senegal	Enabled more than 1,000 licensed chemical sellers to provide better malaria education to over 20,000 people in Ghana
Global Health Partnership	Strengthen innovative public health partnerships that address challenges in cancer and tobacco control, in support of the noncommunicable diseases movement	Global—47 countries in Asia, Latin America, Europe, Africa and U.S.	More than 97,000 patients served and 266,000 health care workers trained from 2008–2011
Diflucan Partnership Program	Donate Diflucan for treatment of two fungal opportunistic infections associated with HIV/AIDS	63 countries in Africa, Asia, Latin America	Provided over \$1.2 billion in medicine to sites in 63 countries to date

\* Data on file

## Humanity

## Patient Safety

Patient safety is a core value and our absolute first priority—from the moment a compound is cleared for clinical trials, to its approval by regulators for use by patients, through its manufacture and distribution, and for as long as it is for sale and in use anywhere in the world.

We begin with the understanding that every medication, from aspirin to the most complex cancer therapy, carries both risks and benefits. We use our science to quantify those risks and benefits, and our medical knowledge to communicate with doctors and patients, so that the best treatment decisions can be made.

Thousands of Pfizer colleagues in specialized groups are devoted to drug safety, risk management, quality assurance, data collection and analysis, global security, medical communication and regulatory compliance. These professionals focus intently on the safe, effective and appropriate use of our medicines, vaccines and other products, and have the authority and resources to make sure that patient interests trump all others. Pfizer invests heavily in highly sophisticated technologies and processes to provide possible signals of any change in the benefit/risk profile of a medicine, including new approaches centered on “real world” experience outside clinical development.

Part of patient safety is ensuring consistent supply of needed medicines. In 2011, Pfizer stepped in to cover drug shortages caused by others in the industry.

[Read more.](#)

## Protecting Patients From Counterfeit and Substandard Medicines

Medicines are reasonably easy to counterfeit. Pfizer has taken a leadership position among pharmaceutical companies to protect patients, working in close coordination with many national authorities and multinational coalitions to fight the counterfeiting of medicines. Since 2004, these efforts have prevented more than 65 million counterfeit dosages of Pfizer medicines from being dispensed to patients around the world, and led to the confiscation of enough active pharmaceutical ingredients to manufacture 68 million more. Our partnerships with enforcement authorities—which include training authorities from 94 countries and a standing offer to test suspected Pfizer products at no cost—are key to our progress. As of December 31, 2011, we had confirmed the presence of Pfizer drug counterfeits in 93 countries, including breaches of the legitimate supply chain in 47 of them.

We are also experimenting with direct-to-consumer models that greatly reduce even the possibility of counterfeiting. Pfizer Israel has piloted a virtual clinic and Internet pharmacy for Viagra, the world's most counterfeited drug. In addition to removing barriers to treatment, the virtual clinic is designed to thwart counterfeiting by giving patients a trusted online alternative source for the medicine. As a result of the pilot program's success, there are now plans to launch the Viagra virtual clinic in Europe and adapt the model to other Pfizer brands.

## Innovations in Patient Care and Safety

As a leader in biopharmaceutical research, we have great interest in new tools that help physicians and other health care professionals improve patient care and ensure patient safety, including mobile health platforms. For example, our collaboration with Epocrates—the leading mHealth software provider, used by 1 million physicians in the U.S.—improves real-time decision-making by providing health care professionals with detailed, up-to-date clinical information on Pfizer products, as well as one-click access to doctors working for Pfizer.

Another leadership area for Pfizer is adverse event reporting. These systems, commonly used by governments around the world, are integral to the early warning system on unexpected drug safety issues, by allowing doctors and patients to report their experiences with a medicine directly to regulators. These experiences are then recorded by the regulating agency and forwarded to the manufacturer for mandated investigation and closure. We have sought to improve the quality of adverse event reporting to make it easier for doctors and patients to report adverse events and to get a bigger picture from each report.

Re-engineering of the adverse event management system inside the company, in 2011, led to better, faster, adverse event reports, at rates consistently above the already-high industry standards. In addition, our public U.S. website remains the only major biopharmaceutical company website that allows a direct link for patients to file adverse event reports with the FDA.

## Communicating Safety Information

We empower patients, their caregivers and the public with up-to-date, meaningful information—trying to make certain that people can understand clearly the benefits, risks and proper use of our medicines. Pfizer's External Medical Communications team has hundreds of medical professionals literally at the beck and call of doctors around the world to discuss how our medicines are properly prescribed, and to answer questions about the risk and benefit profile. In 2011, this team answered more than 800,000 inquiries from prescribers, and that number is expected to jump to more than 1 million inquiries in the year to come.

The [Pfizer Medicine Safety Education website](#) shows how a medicine's safety profile is determined, monitored and communicated. This highly interactive site has had more than 100,000 unique visitors since its launch in late 2008. It includes a direct link to MedWatch, the FDA's Safety Information and Adverse Event reporting program.

Our research and development of a medicine does not end with its launch. Additional benefits and, sometimes, new risks can become apparent after an approved medicine is used by large numbers of patients. In many cases we conduct post-marketing clinical trials or take other approaches to analyze the real-world use of our medicines while protecting the privacy of patients. Through our website, we provide information about our post-marketing study commitments and the results of the studies we implement. Overall, Pfizer is building on a heritage of patient safety to help make certain that doctors and patients have the information needed to drive the best possible patient outcomes. We know the risks of medicines are very real and must be respected, and we are committed to being best in class when it comes to using the newest technologies to discover and evaluate safety signals.

## Humanity

## Environment – Pfizer's Green Journey

We are committed to a more sustainable future. To us, advancing health includes being good stewards of the environment.

We take a strategic, integrated approach to our environmental initiatives with the goals of moderating our consumption of resources, reducing our effects on the environment and increasing our energy efficiency.

Pfizer's baseline commitment is to comply with all applicable environmental, health and safety (EHS) laws and our own internal standards. We have sophisticated approaches to assessing and managing risks designed to make certain that we have the most rigorous controls in place where they are most needed. Our approach to EHS includes extensive audits and reviews. People at all levels of the company are involved with managing environmental risk, beginning with oversight by the Audit Committee of the Board of Directors and extending through teams at each of our major sites. For more information on our EHS program including compliance and environmental remediation, please see [www.pfizer.com/ehs](http://www.pfizer.com/ehs).

An Environmental Sustainability Council governs our "green journey" program and focuses on three areas key to our business: helping to mitigate climate change and its impacts; minimizing the environmental impact of our products and processes by advancing stewardship across the supply chain and life cycle of our products; and managing water resources in a sustainable way.

### 2011 Highlights

Pfizer has harnessed the power of the wind at its global supply facility in Puurs, Belgium. A 45-story wind turbine will supply 5,100 megawatts per year, or 12 percent of the electricity consumed by the Puurs site, reducing the production unit's annual carbon footprint by 2,040 tons. The wind turbine's life cycle is about 20 years, and will pay for itself in less than four years.

Through the efforts of Pfizer's Green Chemistry teams across the globe, Lyrica is now greener with less energy used resulting in an 80 percent reduction in carbon dioxide emissions. Pregabalin, the active ingredient in Lyrica, is made using biocatalysis (nature's enzymes), less solvents and fewer raw materials.

## Mitigating Climate Change and Its Effects

Pfizer has long recognized the risks posed by global climate change, such as more severe weather events and potential adverse impacts on human health, and has, as a precautionary step, taken significant voluntary action to reduce its own greenhouse gas (GHG) emissions. We have reduced our GHG emissions by 40 percent since 2000. In 2011, we published our Climate Change position to ensure that stakeholders could easily see our perspective on this important global issue.

Pfizer has made significant progress in assessing the extent of our GHG emissions, setting reduction targets and goals, measuring changes in our year-to-year performance, and transparently reporting our results. We have been consistently recognized by the Carbon Disclosure Project for our commitment to reducing our carbon footprint.

Our GHG reduction program includes our voluntary and public commitment to reduce GHG emissions and to use cleaner energy. We have reduced our GHG emissions every year since 2000. Our current goal is to reduce CO<sub>2</sub> emissions by 20 percent on an absolute basis from 2008 through 2012 and we are on target to achieve this. We are using cleaner energy technologies and estimate that 25 percent of our electricity comes from sources that include solar, wind, hydro and cogeneration. We work with key chemical suppliers to identify opportunities to save energy and reduce their carbon footprint.

We are proud of these accomplishments, which are the result of implementing hundreds of energy conservation and efficiency projects at our sites worldwide, building “greener” facilities, optimizing our sales vehicle fleet, and increasing use of renewable energy sources.

## Product Stewardship Achievements

Pfizer’s Product Stewardship achievements include the development of greener processes, packaging improvements and reductions and waste minimization through measures such as solvent recovery.

Our industry-leading Green Chemistry Program seeks to integrate environment, health and safety considerations throughout the life cycle of our products, from discovery to commercial manufacture and eventual disposal.

We have adapted our product stewardship program with our changing footprint to ensure we understand, appropriately communicate and adequately manage risk.

## 2011 Highlights

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We are committed to significantly reducing our product packing while protecting the quality of our products. We have recently debuted a folding carton using recycled cardboard, one of the eco-friendly packaging initiatives at Pfizer that help reduce the company’s environmental footprint. The new packaging will gradually become standard for all Norvasc packs produced by our Illertissen, Germany, site with the intent to have all products packaged at the site (Celebrex, Cardura, Relpax, Toviaz, Mono Mack, Champix, Zeldox and Vfend) use similar packing in the future.

A new company initiative is helping U.S. health care professionals return empty styrofoam shipping containers for [Plevnar 13](#). The containers maintain the product at specific temperatures, necessary to ensure product quality during shipping. Through the Pfizer ProPak Initiative, we are providing customers with directions for prepaid shipping and receiving approximately 60 percent of our outbound shipments back for recycling.

Pfizer Newbridge won the Irish National Sustainable Energy Award for its environmental awareness program, “You Have the Power.” Since its launch in January 2011, “You Have the Power” has set the direction and goals for the site’s environmental sustainability program, and has been a great source of colleague engagement through building awareness, knowledge sharing, active project participation and recognition for energy results achieved.

## Pharmaceuticals in the Environment

Pharmaceuticals have become chemicals of emerging concern to the public because of their potential to reach drinking water. Patient use of medicines is the principal pathway by which pharmaceuticals (prescription and over the counter) find their way into the aquatic environment. Typically, a fraction of the medicines taken by patients is excreted and enters waterways. To a lesser extent, pharmaceuticals can enter the environment through improper disposal of medicines and from manufacturing discharges.

Pfizer has an active program to assess and address the issues associated with pharmaceuticals in the environment (PIE) which includes detailed wastewater assessments to ensure good environmental management of our internal operations.

We have also teamed with a number of our manufacturing suppliers to evaluate their materials handling and production cleaning processes. We continue to engage our stakeholders including industry groups, the scientific community, regulatory agencies, patient groups and nongovernmental organizations to advance the knowledge of PIE. Pfizer also participates in product take-back programs in countries that operate them.

## Sustainable Water Management

In many areas of the world, the scarcity of clean water presents significant challenges to public health and the environment. An important part of our responsibility as a global health care company is to seek to ensure that our water usage does not negatively affect the communities where we operate by diminishing the supplies of clean water or degrading the quality of that water.

We require our facilities worldwide to quantify water use, report performance against reduction targets, and support community efforts during drought conditions. Through our global Water Sustainability Program and following the framework under the UN Global Compact Water Mandate, Pfizer has broadened its data collection for water metrics (following GRI), set a 10 percent reduction goal from 2012 through 2016, and increased focus on water preservation projects at those sites located in water challenged areas.

## 2011 Highlights

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The International Society for Pharmaceutical Engineering recently recognized Pfizer as its 2011 Company of the Year for Pfizer's work in providing a consistent level of leadership and support for the global pharmaceutical industry. In addition, eight Pfizer facilities were candidates for the 2011 Facility of the Year Award and two were category winners — Strängnäs, Sweden, and Freiburg, Germany. Strängnäs was recognized for Operational Excellence for its Pegasus - Bio 7 Manufacturing Facility, while Freiburg was acknowledged for Environmental Sustainability based on its Strategic Plant Restructuring and Energy Master Plan project.

## Resources

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For more about Pfizer's Green Journey, visit the [Protecting the Environment website](#).

Global Sustainability TV features Pfizer's Green Journey—see [Episode 4](#).

See Pfizer's [Climate Change Position Statement](#).

Pfizer's Green Journey: Integrating Environmental Sustainability Into Business Operations. [Watch](#) the full video on Pfizer's YouTube Channel.

*World Pharmaceutical Frontiers Magazine* features Pfizer's energy and green chemistry successes in its [September 2011](#) issue.

## GRI Index

### 1. Strategy and Analysis

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
1.1 Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	● <a href="#">From Our CEO</a>	
1.2 Description of key impacts, risks, and opportunities.	● <a href="#">From Our CEO</a> ● <a href="#">Ethics</a> ● <a href="#">Research and Development</a> ● <a href="#">Environment Health and Safety</a>	8

● Covered ● Partially Covered ● Not Covered

### 2. Organizational Profile

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
2.1 Name of the organization.	● <a href="#">Corporate Overview</a>	
2.2 Primary brands, products, and/or services.	● <a href="#">Pfizer Products</a>	
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	● <a href="#">How We Are Organized</a>	
2.4 Location of organization's headquarters.	● <a href="#">Contact</a>	
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	
2.6 Nature of ownership and legal form.		
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	● <a href="#">Global Opportunities</a>	
2.8 Scale of the reporting organization	● <a href="#">About This Review</a>	
2.9 Significant changes during the reporting period regarding size, structure, or ownership	●	
2.10 Awards received in the reporting period.	● <a href="#">Accolades</a>	

● Covered ● Partially Covered ● Not Covered



### 3. Report Parameters

REPORT PROFILE		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	● <a href="#">About This Review</a>	
3.2 Date of most recent previous report (if any).	●	
3.3 Reporting cycle (annual, biennial, etc.)	● <a href="#">About This Review</a>	
3.4 Contact point for questions regarding the report or its contents.	●	

REPORT SCOPE AND BOUNDARY		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
3.5 Process for defining report content.	● <a href="#">About This Review</a>	
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	● <a href="#">About This Review</a>	
3.7 State any specific limitations on the scope or boundary of the report.	N/A	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	●	
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	N/A	
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	N/A	

GRI CONTENT INDEX		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
3.12 Table identifying the location of the Standard Disclosures in the report.	● <a href="#">GRI Index</a>	

ASSURANCE		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	●	

● Covered ● Partially Covered ● Not Covered

## 4. Governance, Commitments, and Engagement

GOVERNANCE		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	● <a href="#">Governance</a> <a href="#">Corporate Governance</a>	
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	● <a href="#">Governance</a> <a href="#">Corporate Governance</a>	
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	● <a href="#">Fact Sheet</a>	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	● <a href="#">Governance</a> <a href="#">Charter Compensation Committee</a>	
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	● <a href="#">Corporate Governance</a>	
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	● <a href="#">Governance</a> <a href="#">Corporate Governance</a>	
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	● <a href="#">Governance</a> <a href="#">Ethics</a>	
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	●	
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	

## COMMITMENTS TO EXTERNAL INITIATIVES

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	● <a href="#">Ethics</a>	7
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	● <a href="#">Clinical Trials</a> <a href="#">Sales and Marketing Access</a> <a href="#">Manufacturing and Supply Chain</a>	
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: - has positions in governance bodies; - participates in projects or committees; - provides substantive funding beyond routine membership dues; - views membership as strategic.	●	

## STAKEHOLDER ENGAGEMENT

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
4.14 List of stakeholder groups engaged by the organization.	●	
4.15 Basis for identification and selection of stakeholders with whom to engage.	● <a href="#">Stakeholder Engagement</a>	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	● <a href="#">Stakeholder Engagement</a>	
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	●	

● Covered ● Partially Covered ● Not Covered

## 5. Management Approach and Performance Indicators

### ECONOMIC DISCLOSURES

The economic dimension of sustainability concerns the organization's impacts on the economic conditions of its stakeholders and on economic systems at local, national, and global levels. The Economic Indicators illustrate:

- Flow of capital among different stakeholders; and
- Main economic impacts of the organization throughout society.

Financial performance is fundamental to understanding an organization and its own sustainability. However, this information is normally already reported in financial accounts. What is often reported less, and is frequently desired by users of sustainability reports, is the organization's contribution to the sustainability of a larger economic system.

### DISCLOSURE ON MANAGEMENT APPROACH (ECONOMY)

Provide a concise disclosure on the Management Approach items outlined below with reference to the following Economic Aspects:

- Economic Performance;
- Market Presence; and
- Indirect Economic Impacts.

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
<b>GOALS AND PERFORMANCE</b> Organization-wide goals regarding performance relevant to the Economic Aspects. Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.	● <a href="#">From Our CEO</a> <a href="#">Humanity</a> <a href="#">Innovation</a>	
<b>POLICY</b> Brief, organization-wide policy (or policies) that defines the organization's overall commitment relating to the Economic Aspects listed above, or state where this can be found in the public domain (e.g., web link).	● <a href="#">From Our CEO</a> <a href="#">Global Opportunities</a> <a href="#">Expanding Access to Health</a>	
<b>ADDITIONAL CONTEXTUAL INFORMATION</b> Additional relevant information required to understand organizational performance, such as: <ul style="list-style-type: none"> <li>• Key successes and shortcomings;</li> <li>• Major organizational risks and opportunities;</li> <li>• Major changes in the reporting period to systems or structures to improve performance; and</li> <li>• Key strategies for implementing policies or achieving performance.</li> </ul>	● <a href="#">From Our CEO</a> <a href="#">Global Opportunities</a> <a href="#">Expanding Access to Health</a>	

● Covered ● Partially Covered ● Not Covered

## ECONOMIC PERFORMANCE INDICATORS

### ASPECT: ECONOMIC PERFORMANCE

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	● <a href="#">Financial Performance</a>	
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	● <a href="#">Humanity</a>	7, 8
EC3 Coverage of the organization's defined benefit plan obligations.	●	
EC4 Significant financial assistance received from government.	●	

### ASPECT: MARKET PRESENCE

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EC5 Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	●	6
EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	●	6

### ASPECT: INDIRECT ECONOMIC IMPACTS

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	● <a href="#">Investments in Health</a>	
EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts.	● <a href="#">Investments in Health</a>	

● Covered ● Partially Covered ● Not Covered

## ENVIRONMENTAL DISCLOSURES

The environmental dimension of sustainability concerns an organization's impacts on living and non-living natural systems, including ecosystems, land, air, and water. Environmental Indicators cover performance related to inputs (e.g., material, energy, water) and outputs (e.g., emissions, effluents, waste). In addition, they cover performance related to biodiversity, environmental compliance, and other relevant information such as environmental expenditure and the impacts of products and services.

### DISCLOSURE ON MANAGEMENT APPROACH (ENVIRONMENT)

Provide a concise disclosure on the Management Approach items outlined below with reference to the following Environmental Aspects:

- Materials;
- Energy;
- Water;
- Biodiversity;
- Emissions, Effluents, and Waste;
- Products and Services;
- Compliance;
- Transport; and
- Overall

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
<b>GOALS AND PERFORMANCE</b> Organization-wide goals regarding performance relevant to the Environmental Aspects. Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.	● <a href="#">Environment—Priorities and Strategies</a>	
<b>POLICY</b> Brief, organization-wide policy (or policies) that defines the organization's overall commitment related to the Environmental Aspects listed above or state where this can be found in the public domain (e.g., web link).	● <a href="#">Environment—Climate Change</a>	
<b>ORGANIZATIONAL RESPONSIBILITY</b> The most senior position with operational responsibility for Environmental Aspects or explain how operational responsibility is divided at the senior level for these Aspects. This differs from Disclosure 4.1, which focuses on structures at the governance level.	● <a href="#">Environment—EHS Governance</a>	
<b>TRAINING AND AWARENESS</b> Procedures related to training and raising awareness in relation to the Environmental Aspects.	● <a href="#">Coaching and Training</a>	
<b>MONITORING AND FOLLOW-UP</b> Procedures related to monitoring and corrective and preventive actions, including those related to the supply chain. List of certifications for environment-related performance or certification systems, or other approaches to auditing/verification for the reporting organization or its supply chain.	● <a href="#">Assessment and Improvement</a>	

#### ADDITIONAL CONTEXTUAL INFORMATION

Additional relevant information required to understand organizational performance, such as:

- Key successes and shortcomings;
- Major organizational risks and opportunities;
- Major changes in the reporting period to systems or structures to improve performance; and
- Key strategies and procedures for implementing policies or achieving goals.

● [Protecting the Environment](#)

● Covered ● Partially Covered ● Not Covered

### ENVIRONMENTAL PERFORMANCE INDICATORS

#### ASPECT: MATERIALS

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN1	Materials used by weight or volume.	●	8
EN2	Percentage of materials used that are recycled input materials.	●	8, 9

#### ASPECT: ENERGY

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN3	Direct energy consumption by primary energy source.	●	8
EN4	Indirect energy consumption by primary source.	●	8
EN5	Energy saved due to conservation and efficiency improvements.	●	8, 9
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	● <a href="#">Environment—KPI Dashboard</a>	8, 9
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	● <a href="#">Environment—KPI Dashboard</a>	8, 9

#### ASPECT: WATER

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN8	Total water withdrawal by source.	● <a href="#">Environment—KPI Dashboard</a>	8
EN9	Water sources significantly affected by withdrawal of water.	●	
EN10	Percentage and total volume of water recycled and reused.	●	8

### ASPECT: BIODIVERSITY

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	●	8
EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●	8
EN13 Habitats protected or restored.	●	8
EN14 Strategies, current actions, and future plans for managing impacts on biodiversity.	●	8
EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	●	8

### ASPECT: EMISSIONS, EFFLUENTS, AND WASTE

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN16 Total direct and indirect greenhouse gas emissions by weight.	● <a href="#">Performance Highlights</a>	8
EN17 Other relevant indirect greenhouse gas emissions by weight.	● <a href="#">Environment—KPI Dashboard</a>	8
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	● <a href="#">Environment—KPI Dashboard</a>	8, 9
EN19 Emissions of ozone-depleting substances by weight.	●	8
EN20 NO, SO, and other significant air emissions by type and weight.	●	8
EN21 Total water discharge by quality and destination.	●	
EN22 Total weight of waste by type and disposal method.	●	8
EN23 Total number and volume of significant spills.	●	8
EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	●	8
EN25 Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	●	8

### ASPECT: PRODUCTS AND SERVICES

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	● <a href="#">Environment—Pfizer's Green Journey</a>	8, 9
EN27 Percentage of products sold and their packaging materials that are reclaimed by category.	●	8, 9



ASPECT: COMPLIANCE		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	● <a href="#">Environment—KPI Dashboard</a>	8
ASPECT: TRANSPORT		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	●	8
ASPECT: OVERALL		
GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
EN30 Total environmental protection expenditures and investments by type.	●	8

● Covered ● Partially Covered ● Not Covered

## SOCIAL DISCLOSURES

The social dimension of sustainability concerns the impacts an organization has on the social systems within which it operates. The GRI Social Performance Indicators identify key Performance Aspects surrounding labor practices, human rights, society, and product responsibility.

### LABOR PRACTICES AND DECENT WORK

The specific Aspects under the category of Labor Practices are based on internationally recognized universal standards, including:

- United Nations Universal Declaration of Human Rights and its Protocols;
- United Nations Convention: International Covenant on Civil and Political Rights;
- United Nations Convention: International Covenant on Economic, Social, and Cultural Rights;
- ILO Declaration on Fundamental Principles and Rights at Work of 1998 (in particular the eight core conventions of the ILO); and
- The Vienna Declaration and Programme of Action.

## DISCLOSURE ON MANAGEMENT APPROACH (LABOR PRACTICES AND DECENT WORK)

Provide a concise disclosure on the following Management Approach items with reference to the Labor Aspects listed below. The ILO Tripartite Declaration Concerning Multinational Enterprises and Social Policy (in particular the eight core conventions of the ILO) and the Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises, should be the primary reference points.

- Employment;
- Labor/Management Relations;
- Occupational Health and Safety;
- Training and Education; and
- Diversity and Equal Opportunity.

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
<b>GOALS AND PERFORMANCE</b> Organization-wide goals regarding performance relevant to the Labor Aspects, indicating their linkage to the internationally recognized universal standards. Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.	● <a href="#">Colleagues</a>	
<b>POLICY</b> Brief, organization-wide policy (or policies) that defines the organization's overall commitment related to the Labor Aspects, or state where this can be found in the public domain (e.g., web link). Also reference their linkage to the international standards indicated above.	● <a href="#">Human Rights</a> <a href="#">Colleagues</a>	
<b>ORGANIZATIONAL RESPONSIBILITY</b> The most senior position with operational responsibility for Labor Aspects or explain how operational responsibility is divided at the senior level for these Aspects. This differs from Disclosure 4.1, which focuses on structures at the governance level.	●	
<b>TRAINING AND AWARENESS</b> Procedures related to training and raising awareness in relation to the Labor Aspects.	●	
<b>MONITORING AND FOLLOW-UP</b> Procedures related to monitoring and corrective and preventive actions, including those related to the supply chain. List of certifications for labor-related performance or certification systems, or other approaches to auditing/verifying the reporting organization or its supply chain.	● <a href="#">Colleagues</a> <a href="#">PSCI and External Certifications</a> <a href="#">EHS External Supply: Commitments and Actions</a> <a href="#">Compliance</a>	
<b>ADDITIONAL CONTEXTUAL INFORMATION</b> Additional relevant information required to understand organizational performance, such as: <ul style="list-style-type: none"> <li>• Key successes and shortcomings;</li> <li>• Major organizational environmental risks and opportunities related to issues;</li> <li>• Major changes in the reporting period to systems or structures to improve performance; and</li> <li>• Key strategies and procedures for implementing policies or achieving goals</li> </ul>	● <a href="#">Human Rights</a> <a href="#">Colleagues</a>	

● Covered ● Partially Covered ● Not Covered

## LABOR PRACTICES AND DECENT WORK PERFORMANCE INDICATORS

### ASPECT: EMPLOYMENT

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
LA1	Total workforce by employment type, employment contract, and region.	●	
LA2	Total number and rate of employee turnover by age group, gender, and region.	●	6
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●	6

### ASPECT: LABOR/MANAGEMENT RELATIONS

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
LA4	Percentage of employees covered by collective bargaining agreements.	●	1, 3
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	●	3

### ASPECT: OCCUPATIONAL HEALTH AND SAFETY

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	●	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	●	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	
LA9	Health and safety topics covered in formal agreements with trade unions.	●	

### ASPECT: TRAINING AND EDUCATION

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
LA10	Average hours of training per year per employee by employee category.	●	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	
LA12	Percentage of employees receiving regular performance and career development reviews.	●	

**ASPECT: DIVERSITY AND EQUAL OPPORTUNITY**

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	●	1, 6
LA14	Ratio of basic salary of men to women by employee category.	●	1, 6

● Covered ● Partially Covered ● Not Covered

**HUMAN RIGHTS**

Human Rights Performance Indicators require organizations to report on the extent to which human rights are considered in investment and supplier/contractor selection practices. Additionally, the Indicators cover employee and security forces training on human rights as well as non-discrimination, freedom of association, child labor, indigenous rights, and forced and compulsory labor.

Generally recognized human rights are defined by the following Conventions and Declarations:

- United Nations Universal Declaration of Human Rights and its Protocols;
- United Nations Convention: International Covenant on Civil and Political Rights;
- United Nations Convention: International Covenant on Economic, Social, and Cultural Rights;
- ILO Declaration on Fundamental Principles and Rights at Work of 1998 (in particular the eight core conventions of the ILO); and
- The Vienna Declaration and Programme of Action.

**DISCLOSURE ON MANAGEMENT APPROACH (HUMAN RIGHTS)**

Provide a concise disclosure on the following Management Approach items with reference to the Human Rights Aspects listed below. The ILO Tripartite Declaration Concerning Multinational Enterprises and Social Policy (in particular the eight core conventions of the ILO which consist of Conventions 100, 111, 87, 98, 138, 182, 20 and 1059), and the Organisation for Economic Cooperation and Development Guidelines for Multinational Enterprises should be the primary reference points.

- Investment and Procurement Practices;
- Non-discrimination;
- Freedom of Association and Collective Bargaining;
- Abolition of Child Labor;
- Prevention of Forced and Compulsory Labor;
- Complaints and Grievance Practices;
- Security Practices; and
- Indigenous Rights.

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
<b>GOALS AND PERFORMANCE</b> Organization-wide goals regarding performance relevant to the Human Rights Aspects, indicating their linkage to the international declarations and standards listed above. Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.	● <a href="#">Human Rights</a>	
<b>POLICY</b> Brief, organization-wide policy (or policies) that defines the organization's overall commitment to the Human Rights Aspects (including policies which may be reasonably considered likely to affect the decision of employees to join a trade union or bargain collectively), or state where this can be found in the public domain (e.g., web link). Also reference their linkage to the international declarations and standards indicated above.	● <a href="#">Human Rights</a>	
<b>ORGANIZATIONAL RESPONSIBILITY</b> The most senior position with operational responsibility for Human Rights Aspects or explain how operational responsibility is divided at the senior level for these Aspects. This differs from Disclosure 4.1, which focuses on structures at the governance level.	●	
<b>TRAINING AND AWARENESS</b> Procedures related to training and raising awareness in relation to the Human Rights Aspects.	●	
<b>MONITORING AND FOLLOW-UP</b> Procedures related to monitoring and corrective and preventive actions, including those related to the supply chain. List of certifications for human rights-related performance, or certification systems, or other approaches to auditing/verifying the reporting organization or its supply chain.	● <a href="#">Colleagues</a> <a href="#">PSCI and External Certifications</a> <a href="#">EHS External Supply: Commitments and Actions Compliance</a>	
<b>ADDITIONAL CONTEXTUAL INFORMATION</b> Additional relevant information required to understand organizational performance, such as: <ul style="list-style-type: none"> <li>• Key successes and shortcomings;</li> <li>• Major organizational risks and opportunities;</li> <li>• Major changes in the reporting period to systems or structures to improve performance; and</li> <li>• Key strategies and procedures for implementing policies or achieving goals.</li> </ul>	● <a href="#">Human Rights</a>	

● Covered ● Partially Covered ● Not Covered

## HUMAN RIGHTS PERFORMANCE INDICATORS

### ASPECT: INVESTMENT AND PROCUREMENT PRACTICES

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	●	1, 2, 3, 4, 5, 6
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	●	1, 2, 3, 4, 5, 6
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	●	1, 4, 5, 6

### ASPECT: NON-DISCRIMINATION

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR4	Total number of incidents of discrimination and actions taken.	●	1, 6

### ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	●	1, 3

**ASPECT: CHILD LABOR**

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	●	1, 5

**ASPECT: FORCED AND COMPULSORY LABOR**

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	●	1, 4

**ASPECT: SECURITY PRACTICES**

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	●	1, 2

**ASPECT: INDIGENOUS RIGHTS**

GRI GUIDELINE		CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	●	1

● Covered ● Partially Covered ● Not Covered

## SOCIETY

Society Performance Indicators focus attention on the impacts organizations have on the communities in which they operate, and disclosing how the risks that may arise from interactions with other social institutions are managed and mediated. In particular, information is sought on the risks associated with bribery and corruption, undue impudence in public policy-making, and monopoly practices.

### DISCLOSURE ON MANAGEMENT APPROACH (SOCIETY)

Provide a concise disclosure on the following Management Approach items with reference to the Society Aspects:

- Community;
- Corruption;
- Public Policy;
- Anti-Competitive Behavior; and
- Compliance.

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
<b>GOALS AND PERFORMANCE</b> Organization-wide goals regarding performance relevant to the Aspects indicated above. Use organization-specific Indicators as needed in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.	● <a href="#">Ethics</a>	
<b>POLICY</b> Brief, organization-wide policy (or policies) that defines the organization's overall commitment relating to the Society Aspects or state where this can be found in the public domain (e.g., web link).	● <a href="#">Ethics</a>	
<b>ORGANIZATIONAL RESPONSIBILITY</b> The most senior position with operational responsibility for Society Aspects or explain how operational responsibility is divided at the senior level for these Aspects. This differs from Disclosure 4.1, which focuses on structures at the governance level.	● <a href="#">Corporate Compliance</a>	
<b>TRAINING AND AWARENESS</b> Procedures related to training and raising awareness in relation to the Society Aspects.	●	
<b>MONITORING AND FOLLOW-UP</b> Procedures related to monitoring and corrective and preventive actions, including those related to the supply chain. List of certifications for performance or certifications systems, or other approaches to auditing/verifying the reporting organization or its supply chain.	● <a href="#">Colleagues</a> <a href="#">PSCI and External Certifications</a> <a href="#">EHS External Supply: Commitments and Actions</a> <a href="#">Compliance</a>	
<b>ADDITIONAL CONTEXTUAL INFORMATION</b> Additional relevant information required to understand organizational performance, such as: <ul style="list-style-type: none"> <li>• Key successes and shortcomings;</li> <li>• Major organizational risks and opportunities;</li> <li>• Major changes in the reporting period to systems or structures to improve performance; and</li> <li>• Key strategies for implementing policies or achieving performance.</li> </ul>	● <a href="#">Ethics</a>	

● Covered ● Partially Covered ● Not Covered



## SOCIETY PERFORMANCE INDICATORS

### ASPECT: COMMUNITY

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
S01 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	●	1

### ASPECT: CORRUPTION

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
S02 Percentage and total number of business units analyzed for risks related to corruption.	●	10
S03 Percentage of employees trained in organization's anti-corruption policies and procedures.	●	10
S04 Actions taken in response to incidents of corruption.	●	10

### ASPECT: PUBLIC POLICY

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
S05 Public policy positions and participation in public policy development and lobbying.	● <a href="#">Ethics</a>	10
S06 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	● <a href="#">Ethics</a>	10

### ASPECT: ANTI-COMPETITIVE BEHAVIOR

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
S07 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	●	

### ASPECT: COMPLIANCE

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
S08 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●	

● Covered ● Partially Covered ● Not Covered

## PRODUCT RESPONSIBILITY

Product Responsibility Performance Indicators address the aspects of a reporting organization's products and services that directly affect customers, namely, health and safety, information and labeling, marketing, and privacy.

These aspects are chiefly covered through disclosure on internal procedures and the extent to which these procedures are not complied with.

## DISCLOSURE ON MANAGEMENT APPROACH (PRODUCT RESPONSIBILITY)

Provide a concise disclosure on the following Management Approach items with reference to the Product Responsibility Aspects:

- Customer Health and Safety;
- Product and Service Labeling;
- Marketing Communications;
- Customer Privacy; and
- Compliance.

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
<b>GOALS AND PERFORMANCE</b> Organization-wide goals regarding performance relevant to the Product Responsibility Aspects. Use organization-specific Indicators (as needed) in addition to the GRI Performance Indicators to demonstrate the results of performance against goals.	● <a href="#">Patient Safety</a> <a href="#">Research &amp; Development</a> <a href="#">Ethics</a> <a href="#">Sales and Marketing</a> <a href="#">Compliance</a>	
<b>POLICY</b> Brief, organization-wide policy (or policies) that defines the organization's overall commitment to the Product Responsibility Aspects, or state where this can be found in the public domain (e.g., web link).	● <a href="#">Patient Safety</a> <a href="#">Research &amp; Development</a> <a href="#">Ethics</a> <a href="#">Sales and Marketing Compliance</a>	
<b>ORGANIZATIONAL RESPONSIBILITY</b> The most senior position with operational responsibility for Product Responsibility Aspects, or explain how operational responsibility is divided at the senior level for Product Responsibility Aspects. This differs from Disclosure 4.1, which focuses on structures at the governance level.	●	
<b>TRAINING AND AWARENESS</b> Procedures related to training and raising awareness in relation to the Product Responsibility Aspects.	●	
<b>MONITORING AND FOLLOW-UP</b> Procedures related to monitoring and corrective and preventive actions, including those related to the supply chain. List of certifications for product responsibility-related performance or certification systems, or other approaches to auditing/verifying the reporting organization or its supply chain.	● <a href="#">Colleagues</a> <a href="#">Compliance</a>	
<b>ADDITIONAL CONTEXTUAL INFORMATION</b> Additional relevant information required to understand organizational performance, such as: <ul style="list-style-type: none"> <li>• Key successes and shortcomings;</li> <li>• Major organizational risks and opportunities;</li> <li>• Major changes in the reporting period to systems or structures to improve performance; and</li> <li>• Key strategies for implementing policies or achieving performance.</li> </ul>	● <a href="#">Patient Safety</a> <a href="#">Research &amp; Development</a> <a href="#">Ethics</a> <a href="#">Sales and Marketing</a> <a href="#">Compliance</a>	

● Covered ● Partially Covered ● Not Covered

## PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS

### ASPECT: CUSTOMER HEALTH AND SAFETY

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	● <a href="#">Environment</a> <a href="#">Research &amp; Development</a> <a href="#">Patient Safety</a>	
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	●	

### ASPECT: PRODUCT AND SERVICE LABELING

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	● <a href="#">Product Labeling</a>	
PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	●	
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	●	

### ASPECT: MARKETING COMMUNICATIONS

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	● <a href="#">Ethics</a> <a href="#">Compliance</a>	10
PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	●	

### ASPECT: CUSTOMER PRIVACY

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	●	

### ASPECT: COMPLIANCE

GRI GUIDELINE	CORRESPONDING PFIZER MATERIAL	UNGC PRINCIPLE
PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	●	

● Covered ● Partially Covered ● Not Covered



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## From Our CEO

# Corporate and Shareholder Information

## Stock Listings

Our Common Stock is listed on the New York Stock Exchange. It is also listed on the London and Swiss stock exchanges, and traded on various United States regional stock exchanges.

## Stock Transfer Agent and Registrar

Computershare Trust Company, N.A.  
250 Royall Street  
Canton, MA 02021  
Telephone: 1-800-PFE-9393  
Outside the U.S., Canada and  
Puerto Rico: 1-781-575-4591  
Internet: [www.computershare.com](http://www.computershare.com)

## Shareholder Services and Programs

Please contact our Stock Transfer Agent and Registrar with inquiries concerning shareholder accounts of record and stock transfer matters, and also for information on the following services and programs:



## Shareholder Investment Program

direct purchase of Pfizer stock

dividend reinvestment

automatic monthly investments

Book-entry share ownership

Direct deposit of dividends

Forward-looking Information

Please refer to Pfizer's 2011 Form 10-K for a description of the substantial risks and uncertainties related to the forward-looking statements included in this Annual Review. Our Form 10-K is available on our website at [www.pfizer.com/sec](http://www.pfizer.com/sec) and on the Securities and Exchange Commission's website at [www.sec.gov](http://www.sec.gov).

## Political Action Committee (PAC)

To review our most recent PAC and corporate political contributions report, go online at [www.pfizer.com/pac](http://www.pfizer.com/pac).

## Environment, Health and Safety (EHS)

Our global EHS initiatives, Environmental Sustainability Program and performance metrics may be found online at [www.pfizer.com/ehs](http://www.pfizer.com/ehs).

## Helplines

Patients, customers and health care professionals who have questions about any of our products should call 1-800-438-1985.

Uninsured or underinsured patients who need help getting their Pfizer medicines should call Pfizer Helpful Answers, our family of patient assistance programs that provide Pfizer medicines for free or at a savings to patients who qualify. To learn more, visit [www.PfizerHelpfulAnswers.com](http://www.PfizerHelpfulAnswers.com) or call 1-866-706-2400.



## Additional Information

You can find more information about Pfizer online at [www.pfizer.com](http://www.pfizer.com). Real-time news about Pfizer can be found on our Facebook page ([www.facebook.com/Pfizer](http://www.facebook.com/Pfizer)) and through Twitter ([www.Twitter.com/Pfizer\\_news](http://www.Twitter.com/Pfizer_news)).

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