Second-Quarter 2024 Earnings Conference Call Prepared Remarks
July 30, 2024

[Slide 4: Opening Remarks – Albert Bourla]

Albert Bourla – ***Pfizer Inc. – Chairman and Chief Executive Officer***

[Slide 5: Q2 2024: Driving Progress with Solid Execution]

We're pleased to report that we've had a strong first half of the year and our business is performing well. We drove progress in the second quarter with solid execution as we continue making a difference in the lives of patients around the world.

Through the first six months of 2024, we reached more than 192 million patients with our medicines and vaccines.

Today, I'll provide updates about how we continued advancing our key strategic priorities in the second quarter. I will also mention examples from just the past few weeks when we have achieved a series of regulatory approvals, pipeline advances and other positive developments that we expect to fuel our progress through the rest of the year.

We are pleased with the strong financial results coming from our disciplined execution. In the second quarter, for example, we achieved year-over-year revenue growth for the first time since the fourth quarter of 2022 when our COVID revenues peaked.

Dave will talk about this and additional aspects of our financial performance, as well as our outlook.

Then, we will take your questions.

Before we go further, I will touch on recent announcements about our leadership team and Board of Directors.

I'll start with Mikael Dolsten's coming departure. It's hard to find words that do justice to the substantial impact Mikael has had during his 15-year tenure at Pfizer.

Mikael transformed our R&D engine, ultimately delivering 35 approvals that have been meaningful for millions of patients globally. I thank my colleague, and my friend, for these tremendous contributions to human health. I look forward to working closely with him over the coming months as we search for his successor. Until then, Mikael will continue to lead as our Chief Scientific Officer and President of Pfizer Research & Development.

I want to welcome Andrew Baum, our new Chief Strategy and Innovation Officer.

Andrew brings deep clinical, scientific and biopharmaceutical sector expertise, and we're fortunate to have him to help shape and guide our strategy. While Andrew is not able to join us today because he is relocating with his family to the United States, he will be with us for future quarterly calls.

I also want to mention the recent addition of Cyrus Taraporevala to our Board. We are committed to strong governance supported by directors with a breadth of unique experiences and skills. Cyrus was President and CEO at State Street Global Advisors until he retired in 2022, and he brings vast experience in investment management and financial markets.

Now, I'll turn to our performance.

[Slide 6: 2024 Key Priorities]

The five strategic priorities we shared at the beginning of the year remain unchanged.

With our focus on the most important opportunities for advancing and strengthening our company, we are confident we remain on track in 2024.

In the second quarter, our colleagues moved our business forward in each key strategic area. As a reminder, they are:

- Achieve world-class oncology leadership
- Deliver the next wave of pipeline innovation
- Maximize performance of our new products
- Expand margins by realigning our cost base
- Allocate capital to enhance shareholder value

We believe we are well positioned to continue creating value for our shareholders. I want to reinforce our commitment to maintaining and growing our dividend over time. And, as Dave will discuss in more detail, we are raising our full-year 2024 guidance ranges for revenue and adjusted diluted earnings per share.

Now, I'll turn to our progress toward achieving world-class oncology leadership.

[Slide 7: Achieve World-Class Oncology Leadership]

Last year, we acted on our bold vision of combining Seagen's transformative ADC medicines with Pfizer's expertise, innovation and scale. We believed we could help people with cancer live better and longer lives — and capture a differentiated opportunity to drive long-term sustainable growth for our company.

At the halfway mark in 2024, we are on track to make this vision a reality and we are pleased with the continued success of our integration.

We've had high rates of colleague retention and acquired Seagen products are contributing meaningfully to our revenues. In particular, **Padcev** is rapidly progressing toward becoming the standard of care for patients with frontline locally advanced or metastatic urothelial cancer.

We are pleased with the strength of other key products across our oncology portfolio. **Xtandi**, **Lorbrena** and the **Braftovi-Mektovi** combination, for example, continued as significant growth drivers during the quarter.

Our robust oncology commercial performance in the first half of 2024 included full FDA approval for **Tivdak** and European Medicines Agency approval for the **Talzenna** plus **Xtandi** combination. We also received positive CHMP opinions for the **Braftovi-Mektovi** combination and **Padcev**. This is a notable development because Pfizer receives royalty revenues for these products marketed in Europe by our partners.

These highlights illustrate how we are already delivering breakthroughs that dramatically improve the lives of people with cancer.

[Slide 8: Deliver Next Wave of Pipeline Innovation]

We are also working to develop future breakthroughs where we have opportunities to bring the most important new therapies to patients in need. I'll review several recent pipeline highlights, starting with obesity.

Earlier this month, we announced our plans to move forward with development of **danuglipron**, our oral GLP-1 receptor agonist that is the most advanced candidate in our robust clinical and preclinical obesity pipeline.

In previously reported results from the Phase 2b study in obesity, **danuglipron** demonstrated what we believe is good efficacy in its twice-daily formulation. For tolerability, we previously reported the maximum rate of GI adverse events across all doses investigated. Looking at individual dose levels in our Phase 2b study, however, we observed tolerability profiles that are competitive for the class. Our efforts are now focused on developing the once-daily formulation essential to delivering a competitive oral product.

We were encouraged by a pharmacokinetic study evaluating multiple modified release technologies and formulations. This strengthened our confidence in potentially delivering a competitive once-daily pill at dose levels expected to be efficacious.

We plan to conduct dose optimization studies in the second half of the year that are intended to inform our registration enabling studies.

Obesity represents a growing area of patient need and it's a key area of focus for Pfizer's R&D programs. We believe these study results, along with learnings from our previous Phase 2b studies and data from 1,400 participating patients, leave us well positioned to execute on a registration enabling study as we work to deliver a competitive product in a rapidly growing market.

When we hosted our Oncology Innovation Day in February, we shared the pipeline milestones that would mark our success over the next year and we are already demonstrating progress.

A highlight was our strong presence at the American Society of Clinical Oncology Annual Meeting last month, which was anchored by three positive Phase 3 readouts:

- Follow-up data from the Phase 3 CROWN study of **Lorbrena** in patients with ALK-positive metastatic non-small cell lung cancer showed 60% of patients on **Lorbrena** were living beyond five years without disease progression. This strengthens **Lorbrena's** position as an emerging standard of care in the frontline setting.
- Data from the Phase 3 ECHELON-3 study of **Adcetris** in combination with **lenalidomide** and **rituximab** demonstrated a clinically meaningful improvement in overall survival for patients with relapsed or refractory diffuse large B-cell lymphoma.
- And, data from a Phase 3 study evaluating an additional **Adcetris** combination regimen showed progression free survival data in patients with newly diagnosed classical Hodgkin lymphoma while significantly reducing side effects compared to a standard of care regimen used in Europe in this setting.

We have advanced our oncology clinical pipeline in 2024 with Phase 3 studies for **sigvotatug vedotin**, our integrin beta 6-directed ADC; **atirmociclib**, our selective CDK4 inhibitor; **Elrexfio** in the second-line setting in relapsed/refractory multiple myeloma; and **mevrometostat**, our EZH2 inhibitor, which we are now moving to Phase 3 and anticipate enrollment beginning in August.

We'll continue working toward our 2030 oncology strategy goals of delivering eight or more blockbuster medicines and doubling the number of patients treated with our innovative cancer medicines.

We also have momentum with our vaccine programs. In our next-gen PCV candidate, for example, we have advanced to a Phase 2 program in both adults and pediatrics based on encouraging clinical data that highlight our industry-leading capabilities in expanding valency beyond 20 serotypes.

We expect to be highly competitive by offering the largest serotype coverage in a single vaccine while strategically addressing the persistent medical need across invasive disease, antibiotic resistance and challenging serotypes.

In RSV with **Abrysvo**, I'm pleased to report that yesterday we received an approval for **Abrysvo's** Act-O-Vial presentation in the United States, which offers advantages such as a never-frozen, unique system enabling one-step reconstitution. Additionally, we have submitted for label expansion in both the United States and Europe for adults 18-59.

In our non-malignant hematology programs, we are also driving progress. Last week, we reported positive results from a Phase 3 study demonstrating the safety and efficacy of our one-time gene therapy candidate for people with hemophilia A.

As we continue to advance our pipeline, additional milestones include expected updates later this year about our COVID/flu combination vaccine, **marstacimab**, for hemophilia A and B, and **ponsegromab**, for cachexia, a wasting disorder associated with chronic disease.

Now I'll turn to our strength with commercial execution.

[Slide 9: Maximize Performance of New Products]

Another strategic area of focus is protecting and growing our core product portfolios while we also maximize the performance of our new products. We continue to see encouraging progress with our team's execution.

Nurtec is an example where we are rising to meet substantial demand. This product delivered strong results in the quarter with 44% year-over-year global operational revenue growth. We see additional opportunities for expanding share in both acute and prevention usage, as well as growth opportunities in international markets where we are making progress with our launches.

Now, I'll touch on a few additional product portfolio highlights:

- In the pediatric segment, **Prevnar 20** continues to demonstrate strong performance that reinforces a leadership position among pneumococcal vaccines in the United States where market share grew to greater than 80%.

- During the quarter, the performance of **Abrysvo** was in line with seasonal vaccine trends. We remain confident in our full-year performance as we believe we are well positioned to help address the expected rising need later in the year among older adults at increased risk for RSV.
- **Litfulo** is a product we launched last year and we're encouraged by strong demand. Approximately one out of every two new patients on advanced systemic therapies is receiving a Litfulo prescription, a position we expect to grow as we continue focusing on execution.
- We view **Velsipity** as a promising and much-needed option for adults with moderately to severely active ulcerative colitis. We're encouraged by recently securing preferred coverage for Velsipity at our first large national payer. We expect to see the impact of this in 2025 and now we're working to build on this with additional payers.

When we consider core products in our portfolio, we are also seeing positive impact from strong execution.

The **Vyndaqel** family of products offers a good example of how we are making a difference for patients and our business. We are accelerating growth by working with physicians to drive improvement in identifying appropriate patients with ATTR-CM and helping patients to access and stay on the therapy once it is prescribed.

With strong growth through the second quarter, we believe there is additional opportunity to identify more patients who could benefit from our **Vyndaqel** products because of high unmet need. It is estimated that nearly half of those with this progressive and deadly disease have yet to be diagnosed.

Eliquis was another significant contributor to our results as we continued to claim greater share in a growing oral anticoagulant market.

Now, I'll briefly wrap up.

First, I'd like to thank my more than 80,000 colleagues for the dedication they are showing each day to our purpose of delivering breakthroughs that change patients' lives.

We are confident in our business. With our focus and execution, along with our deep expertise in driving innovation and advancing our pipeline, we believe we are on track to deliver on our full-year financial commitments in 2024.

I walked through our progress with three of our strategic priorities and now Dave will cover our work to expand margins by realigning our cost base and allocate capital to enhance shareholder value as he discusses our financial performance and outlook. With that, I'll turn it over to Dave.

[Slide 10: Financial Review – David Denton]

David Denton – ***Pfizer Inc. – Chief Financial Officer, Executive Vice President***

Thank you, Albert, and good morning.

As we close out the first half of the year, I'm very pleased by our second quarter results. We continue our relentless focus on execution demonstrating our ability to protect and grow our core brands while also continuing to advance our science-led transformation by investing in key TAs to build durable franchises. Our initiatives to right size Opex and reduce cost of goods will result in a more efficient organization setting the stage for strong capital returns and long-term improved shareholder returns enabling our commitment to maintain and grow our dividend.

This morning, I will briefly review our second quarter results including one-time items, touch on our capital allocation priorities, and wrap up with an update on our 2024 financial guidance, key priorities, and expectations for the remainder of the year.

[Slide 11: Quarterly Statement of Operations Highlights]

Turning first to Q2 performance vs. the same period last year; let's walk down the P&L.

Total company revenues for the quarter were $13.3 billion, reflecting operational growth of 3%.

Our revenue and cash flow continue to be impacted by the post-pandemic COVID environment on a global basis but to a much lesser extent than prior quarters.

Looking at the business excluding our COVID products, we demonstrated strong commercial execution across the enterprise resulting in 14% operational revenue growth in the quarter. Performance was positively impacted by our continued focus on key products and geographies; refined allocation of commercial field resources globally; and further optimization of our marketing resources into key priority areas. Contributing to this performance were our acquired products from Seagen and Nurtec, alongside in-line products Vyndaqel, Eliquis and Xtandi. As expected, dampening our growth in the quarter were Xeljanz and Ibrance.

Adjusted Gross Margin for the second quarter was 79%, compared to 76% last year, and was primarily the result of:

- Favorable sales mix from our non-COVID products, and
- Continued strong cost management across our manufacturing network.

Improvements in our gross margin rate will continue to be a focus for the company over the next few years as we execute our recently announced Manufacturing Optimization Program. This new program together

with our cost realignment program, is focused on returning the company to pre-pandemic operating margins on a mix adjusted basis excluding Comirnaty. Phase 1 of the Manufacturing Optimization Program, which focuses on operational efficiencies, is now underway. This first phase is expected to deliver approximately $1.5 billion in savings by the end of 2027, some of which is anticipated to be realized starting in 2025.

Total Adjusted operating expenses increased by 5% operationally to $6.3 billion and include spending from the legacy Seagen business. Looking at the components,

- Adjusted SI&A Expenses increased 8% operationally driven primarily by marketing and promotional expenses for recently launched and acquired products.
- Adjusted R&D Expenses increased 2% operationally driven primarily by increased spending related to the acquisition of Seagen, partially offset by lower spending primarily the result of our cost realignment program.

Q2 Reported diluted earnings per share were 1 cent and our Adjusted diluted EPS was 60 cents.

Unique one-time items included in our GAAP results and excluded from our Adjusted results, this quarter include,

- a $1.3 billion charge related to our Manufacturing Optimization Program primarily for employee severance, and
- a $230 million charge for IPR&D asset impairment and other related costs associated with the discontinuation of our DMD program

Additionally, we expect to record a charge of approximately $400 million in the third quarter of 2024 after a decision was made in July to sell one of our facilities as a result of the discontinuation of the DMD program.

[Slide 12: YTD Q2 2024: Allocating Capital to Enhance Shareholder Value]

Now let me quickly touch upon our capital allocation strategy, which is designed to enhance long term shareholder value. Our strategy consists of:

- Maintaining and growing our dividend over time;
- Reinvesting in our business at an appropriate level of financial return; and
- Making value enhancing share repurchases after de-levering our balance sheet.

In the first half of 2024, we:

- Returned $4.8 billion to shareholders via our quarterly dividend;
- Invested $5.2 billion in internal R&D; and

- As expected, completed business development activity was minimal.

Our commitment to de-levering our capital structure to a gross leverage target of 3.25x remains a key priority. In support of that goal, year to date, we have paid down approximately $2.25 billion in maturing debt, including $1 billion in May of outstanding notes. And, though we did not monetize any Haleon shares in Q2, we expect to resume monetizing our 23% Haleon stake in the future. I would also note that once our Haleon ownership is less than 20%, our accounting will transition from recording equity income and will no longer be included in our adjusted results. This change is factored into our long-term financial planning and guidance.

As we've stated previously, we expect operating cash flows to be significantly below typical levels this year and particularly during the first half of 2024, due to the timing of certain payments and one-time expenses. We expect heavy weighting of revenue to the fourth quarter as our business has become more seasonal in nature with the potential that a higher level of cash collections may carry over into Q1 2025.

Despite this near-term pressure, clearly, our objective remains to return to a more balanced capital allocation strategy over time.

[Slide 13: 2024 Financial Guidance: Raises 2024 Revenue Range and Adjusted Diluted EPS Range]

Now, let me spend a few minutes on our outlook for the remainder of the year. We entered 2024 focused on delivering on our financial commitments and commercial performance. With a successful first half now completed, we believe it is appropriate to update our full year earnings outlook to reflect our strong business performance.

I'll remind you that our revised guidance assumes the seasonal cadence of our product portfolio, and that we expect Paxlovid results to trend with infection rates.

With that said,

- we are raising our full year Revenue range by $1 billion and Adjusted diluted earnings per share by 30 cents;
- we now expect revenues in the range of $59.5 billion to $62.5 billion and operational revenue growth excluding COVID products is projected to be 9% to 11%;
- COVID product revenues are now expected to be $8.5 billion; $5 billion for Comirnaty and $3.5 billion for Paxlovid;
- our guidance for Adjusted SI&A and Adjusted R&D remains unchanged while our Effective Tax Rate on Adjusted Income is now expected to be approximately 13 percent; and,
- lastly, we expect Adjusted diluted EPS of $2.45 to $2.65 primarily reflecting the increase to the topline and the revised tax rate among other items. As a reminder, our EPS guidance includes

an anticipated $(0.40) of earnings dilution from the Seagen acquisition, largely due to the financing costs.

In closing, we remain on track to deliver at least $4 billion of net savings from our cost-realignment program by the end of the year. This improvement in our cost base—alongside our new initiatives focused on manufacturing—is expected to put us on a strong footing towards margin expansion and improved financial returns. Additionally, our continued focus on execution and recent investments have positioned the company for continued success moving forward.

This quarter's results are a testament to the performance of our commercial business and our prudent approach to improving our cost base. Though we've had a strong first half, we do not take lightly the continuing focus needed to deliver in the second half considering the seasonality of our respiratory products.

We are clearly striving to bring about improved performance on both the top-and-bottom lines through focus, execution and delivering on our near-term commercial and financial goals. 2024 is clearly a foundation year for Pfizer. Our achievements to date sets the stage for generating compelling shareholder value. Through our science-led transformation, we will methodically build off this base with breakthroughs and innovation driving growth in the back half of the decade.

And with that, I'd like to turn it back over to Albert to start the Q&A session.

Disclosure Notice*: This material represents prepared remarks for Pfizer Inc.'s earnings conference call and is not an official transcript. Except where otherwise noted, the information contained in these prepared remarks is as of July 30, 2024. We assume no obligation to update any forward-looking statements contained in these prepared remarks as a result of new information or future events or developments.*

These prepared remarks contain forward-looking statements about, among other topics, our anticipated operating and financial performance, including financial guidance and projections; reorganizations; business plans, strategy, goals and prospects; expectations for our product pipeline, in-line products and product candidates, including anticipated regulatory submissions, data read-outs, study starts, approvals, launches, clinical trial results and other developing data, revenue contribution and projections, potential pricing and reimbursement, potential market dynamics, including demand, market size and utilization rates and growth, performance, timing of exclusivity and potential benefits; strategic reviews; capital allocation objectives; an enterprise-wide cost realignment program, which we launched in October 2023 (including anticipated costs, savings and potential benefits); a Manufacturing Optimization Program to reduce our cost of goods sold, which we announced in May 2024 (including anticipated costs, savings and potential benefits); dividends and share repurchases; plans for and prospects of our acquisitions, dispositions and other business development activities, including our December 2023 acquisition of Seagen, and our ability

to successfully capitalize on growth opportunities and prospects; manufacturing and product supply; our ongoing efforts to respond to COVID-19, including our plans and expectations regarding Comirnaty (as defined in our second quarter of 2024 earnings release) and our oral COVID-19 treatment (Paxlovid); our expectations regarding the impact of COVID-19 on our business, operations and financial results; and our Environmental, Social and Governance (ESG) priorities, strategies and goals. Given their forward-looking nature, these statements involve substantial risks, uncertainties and potentially inaccurate assumptions and we cannot assure that any outcome expressed in these forward-looking statements will be realized in whole or in part. You can identify these statements by the fact that they use future dates or use words such as "will," "may," "could," "likely," "ongoing," "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," "assume," "target," "forecast," "guidance," "goal," "objective," "aim," "seek," "potential," "hope" and other words and terms of similar meaning. Pfizer's financial guidance is based on estimates and assumptions that are subject to significant uncertainties.

Among the factors that could cause actual results to differ materially from past results and future plans and projected future results are the following:

Risks Related to Our Business, Industry and Operations, and Business Development:

- *the outcome of research and development (R&D) activities, including, the ability to meet anticipated pre-clinical or clinical endpoints, commencement and/or completion dates for our pre-clinical or clinical trials, regulatory submission dates, and/or regulatory approval and/or launch dates; the possibility of unfavorable pre-clinical and clinical trial results, including the possibility of unfavorable new pre-clinical or clinical data and further analyses of existing pre-clinical or clinical data; risks associated with preliminary, early stage or interim data; the risk that pre-clinical and clinical trial data are subject to differing interpretations and assessments, including during the peer review/publication process, in the scientific community generally, and by regulatory authorities; whether and when additional data from our pipeline programs will be published in scientific journal publications and, if so, when and with what modifications and interpretations; and uncertainties regarding the future development of our product candidates, including whether or when our product candidates will advance to future studies or phases of development or whether or when regulatory applications may be filed for any of our product candidates;*
- *our ability to successfully address comments received from regulatory authorities such as the U.S. Food and Drug Administration or the European Medicines Agency, or obtain approval for new products and indications from regulators on a timely basis or at all; regulatory decisions impacting labeling, including the scope of indicated patient populations, product dosage, manufacturing processes, safety and/or other matters, including decisions relating to emerging developments regarding potential product impurities; uncertainties regarding the ability to obtain, and the scope of, recommendations by technical or advisory committees; and the timing of, and ability to obtain,*

pricing approvals and product launches, all of which could impact the availability or commercial potential of our products and product candidates;

- *claims and concerns that may arise regarding the safety or efficacy of in-line products and product candidates, including claims and concerns that may arise from the outcome of post-approval clinical trials, which could impact marketing approval, product labeling, and/or availability or commercial potential;*
- *the success and impact of external business development activities, such as the December 2023 acquisition of Seagen, including the ability to identify and execute on potential business development opportunities; the ability to satisfy the conditions to closing of announced transactions in the anticipated time frame or at all; the ability to realize the anticipated benefits of any such transactions in the anticipated time frame or at all; the potential need for and impact of additional equity or debt financing to pursue these opportunities, which has in the past and could in the future result in increased leverage and/or a downgrade of our credit ratings and could limit our ability to obtain future financing; challenges integrating the businesses and operations; disruption to business and operations relationships; risks related to growing revenues for certain acquired or partnered products; significant transaction costs; and unknown liabilities;*
- *competition, including from new product entrants, in-line branded products, generic products, private label products, biosimilars and product candidates that treat or prevent diseases and conditions similar to those treated or intended to be prevented by our in-line products and product candidates;*
- *the ability to successfully market both new and existing products, including biosimilars;*
- *difficulties or delays in manufacturing, sales or marketing; supply disruptions, shortages or stock-outs at our facilities or third-party facilities that we rely on; and legal or regulatory actions;*
- *the impact of public health outbreaks, epidemics or pandemics (such as COVID-19) on our business, operations and financial condition and results, including impacts on our employees, manufacturing, supply chain, sales and marketing, research and development and clinical trials;*
- *risks and uncertainties related to our efforts to continue to develop and commercialize Comirnaty and Paxlovid or any potential future COVID-19 vaccines, treatments or combinations, as well as challenges related to their manufacturing, supply and distribution, including, among others, the risk that as the market for COVID-19 products continues to become more endemic and seasonal, demand for our COVID-19 products has and may continue to be reduced or not meet expectations, or may no longer exist, which has and may continue to lead to reduced revenues, excess inventory on-hand and/or in the channel which, for Paxlovid and Comirnaty, resulted in significant inventory write-offs in 2023 and could continue to result in inventory write-offs, or other unanticipated charges; risks related to our ability to develop and commercialize variant adapted vaccines; challenges related to the transition to the commercial market for our COVID-19 products;*

uncertainties related to the public's adherence to vaccines, boosters, treatments or combinations; risks related to our ability to accurately predict or achieve our revenue forecasts for Comirnaty and Paxlovid or any potential future COVID-19 vaccines or treatments; and potential third-party royalties or other claims related to Comirnaty or Paxlovid;

- *trends toward managed care and healthcare cost containment, and our ability to obtain or maintain timely or adequate pricing or favorable formulary placement for our products;*
- *interest rate and foreign currency exchange rate fluctuations, including the impact of currency devaluations and monetary policy actions in countries experiencing high inflation or deflation rates;*
- *any significant issues involving our largest wholesale distributors or government customers, which account for a substantial portion of our revenues;*
- *the impact of the increased presence of counterfeit medicines, vaccines or other products in the pharmaceutical supply chain;*
- *any significant issues related to the outsourcing of certain operational and staff functions to third parties;*
- *any significant issues related to our JVs and other third-party business arrangements, including modifications or disputes related to supply agreements or other contracts with customers including governments or other payors;*
- *uncertainties related to general economic, political, business, industry, regulatory and market conditions including, without limitation, uncertainties related to the impact on us, our customers, suppliers and lenders and counterparties to our foreign-exchange and interest-rate agreements of challenging global economic conditions, such as inflation or interest rate fluctuations, and recent and possible future changes in global financial markets;*
- *the exposure of our operations globally to possible capital and exchange controls, economic conditions, expropriation, sanctions and/or other restrictive government actions, changes in intellectual property legal protections and remedies, unstable governments and legal systems and inter-governmental disputes;*
- *the impact of disruptions related to climate change and natural disasters, including uncertainties related to the impact of the tornado at our manufacturing facility in Rocky Mount, NC in 2023;*
- *any changes in business, political and economic conditions due to actual or threatened terrorist activity, geopolitical instability, political or civil unrest or military action, including the ongoing conflicts between Russia and Ukraine and in the Middle East and the resulting economic or other consequences;*
- *the impact of product recalls, withdrawals and other unusual items, including uncertainties related to regulator-directed risk evaluations and assessments, including our ongoing evaluation of our product portfolio for the potential presence or formation of nitrosamines;*
- *trade buying patterns;*

- *the risk of an impairment charge related to our intangible assets, goodwill or equity-method investments;*
- *the impact of, and risks and uncertainties related to, restructurings and internal reorganizations, as well as any other corporate strategic initiatives and growth strategies, and cost-reduction and productivity initiatives, including any future phases, each of which requires upfront costs but may fail to yield anticipated benefits and may result in unexpected costs, organizational disruption, adverse effects on employee morale, retention issues or other unintended consequences;*
- *the ability to successfully achieve our climate goals and progress our environmental sustainability and other ESG priorities;*

Risks Related to Government Regulation and Legal Proceedings:

- *the impact of any U.S. healthcare reform or legislation or any significant spending reduction or cost control efforts affecting Medicare, Medicaid or other publicly funded or subsidized health programs, including the Inflation Reduction Act of 2022, or changes in the tax treatment of employer-sponsored health insurance that may be implemented;*
- *U.S. federal or state legislation or regulatory action and/or policy efforts affecting, among other things, pharmaceutical product pricing, intellectual property, reimbursement or access or restrictions on U.S. direct-to-consumer advertising; limitations on interactions with healthcare professionals and other industry stakeholders; as well as pricing pressures for our products as a result of highly competitive biopharmaceutical markets;*
- *legislation or regulatory action in markets outside of the U.S., such as China or Europe, including, without limitation, laws related to pharmaceutical product pricing, intellectual property, medical regulation, environmental protections, reimbursement or access, including, in particular, continued government-mandated reductions in prices and access restrictions for certain biopharmaceutical products to control costs in those markets;*
- *legal defense costs, insurance expenses, settlement costs and contingencies, including without limitation, those related to legal proceedings and actual or alleged environmental contamination;*
- *the risk and impact of an adverse decision or settlement and risk related to the adequacy of reserves related to legal proceedings;*
- *the risk and impact of tax related litigation and investigations;*
- *governmental laws and regulations affecting our operations, including, without limitation, the Inflation Reduction Act of 2022, changes in laws and regulations or their interpretation, including, among others, changes in tax laws and regulations internationally and in the U.S., the adoption of global minimum taxation requirements outside the U.S. generally effective in most jurisdictions since January 1, 2024, and potential changes to existing tax law by the current U.S. Presidential*

administration and Congress, including the House-passed bill called "Tax Relief for American Families and Workers Act of 2024";

Risks Related to Intellectual Property, Technology and Security:

- *any significant breakdown or interruption of our information technology systems and infrastructure (including cloud services);*
- *any business disruption, theft of confidential or proprietary information, security threats on facilities or infrastructure, extortion or integrity compromise resulting from a cyber-attack, which may include those using adversarial artificial intelligence techniques, or other malfeasance by, but not limited to, nation states, employees, business partners or others;*
- *risks and challenges related to the use of software and services that include artificial intelligence-based functionality and other emerging technologies;*
- *the risk that our currently pending or future patent applications may not be granted on a timely basis or at all, or any patent-term extensions that we seek may not be granted on a timely basis, if at all; and*
- *risks to our products, patents and other intellectual property, such as: (i) claims of invalidity that could result in patent revocation; (ii) claims of patent infringement, including asserted and/or unasserted intellectual property claims; (iii) claims we may assert against intellectual property rights held by third parties; (iv) challenges faced by our collaboration or licensing partners to the validity of their patent rights; or (v) any pressure, or legal or regulatory action by, various stakeholders or governments that could potentially result in us not seeking intellectual property protection or agreeing not to enforce or being restricted from enforcing intellectual property rights related to our products, including Comirnaty and Paxlovid.*

We cannot guarantee that any forward-looking statement will be realized. Should known or unknown risks or uncertainties materialize or should underlying assumptions prove inaccurate, actual results could vary materially from past results and those anticipated, estimated or projected. Investors are cautioned not to put undue reliance on forward-looking statements. A further list and description of risks, uncertainties and other matters can be found in our Annual Report on Form 10-K for the fiscal year ended December 31, 2023 and in our subsequent reports on Form 10-Q, in each case including in the sections thereof captioned "Forward-Looking Information and Factors That May Affect Future Results" and "Item 1A. Risk Factors," and in our subsequent reports on Form 8-K.

These prepared remarks will include discussion of certain financial measures that were not prepared in accordance with generally accepted accounting principles (GAAP). Reconciliations of those non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in the Company's Current Report on Form 8-K dated July 30, 2024 available at www.pfizer.com.

These prepared remarks may include discussion of certain clinical studies relating to various in-line products and/or product candidates. These studies typically are part of a larger body of clinical data relating to such products or product candidates, and the discussion herein should be considered in the context of the larger body of data. In addition, clinical trial data are subject to differing interpretations, and, even when we view data as sufficient to support the safety and/or effectiveness of a product candidate or a new indication for an in-line product, regulatory authorities may not share our views and may require additional data or may deny approval altogether.

Certain of the products and product candidates discussed in these prepared remarks are being co-researched, co-developed and/or co-promoted in collaboration with other companies for which Pfizer's rights vary by market or are the subject of agreements pursuant to which Pfizer has commercialization rights in certain markets.

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