



Pfizer Canada:

Organizing Its Business Around Patients

A conversation with Paul Lévesque, General Manager, Primary Care Business Unit and President, Pfizer Canada

Two minutes with Paul Lévesque

1. If you were not Country Lead of Pfizer in Canada, what would you like to be?

A famous architect, definitely.

2. What's the least enjoyable job you've ever had?

I must say that I have a lot of respect for people who do this job everyday, but sorting out mail at Canada Post would be the least enjoyable job I ever had.

3. What's the one thing you've done that you'd never want to do again?

I'm really afraid of heights and, although I have pushed myself to do it once or twice before, I never ever want to be found on a roof again!

4. Who would you get to play you in a movie about your life?

Donald Sutherland. I met him in Vancouver when I was attending the Olympics this year and what a gracious man he is!

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Why did Pfizer restructure into Business Units early in 2009?

Globally, there was a need to establish smaller operating units that can enhance innovation and accountability, while still drawing on the advantages that our scale and resources can provide. Our customers' needs vary considerably by therapeutic area, geography and by the different requirements of patients, physicians, payers and governments. We have learned that the best way to meet these diverse needs while creating value for our shareholders is by organizing our business around our patients and other customers. This approach gives each business unit the power and accountability to make decisions—quickly and with agility—in the best interests of customers and patients in its specific market.

What are the major issues you see facing our industry in Canada and how should they be addressed?

My greatest wish is for Canada to continue to be one of the major players in the world when it comes to pharmaceutical and life science research. This is a challenge as many emerging countries also want a piece of the action and the investments that support it. Specifically, it will require that all levels of government in Canada confirm their vision for the life science sector so that it becomes one of the major pillars of our economy.

Industry and public research need to increase productivity. I believe more public and private partnerships in research at the pre-competitive level are the key to success, especially at a time when there is a trend in the pharmaceutical industry to externalize part of its research efforts. In this lies a huge opportunity for Canada, a country known for the quality of its research.

Pfizer recently acquired Wyeth. What impact has this had on your business on a global level?

Pfizer is now a more diversified company with a portfolio of healthcare solutions and treatments for every stage of life. Our newly strengthened company is now home to many of the best assets, pipeline programs and



capabilities in our industry. It was a great match—Wyeth and Pfizer’s values are very similar and Wyeth’s deep commitment to science and to serving patients mirrors our own. Now that these two great companies have joined together, our combined strength will allow us to address the health, wellness and unmet medical needs of patients around the world in a way that cannot be matched. In Canada, Pfizer now has the most important presence in its history with pharmaceutical, animal health, consumer health, research and manufacturing facilities across the country.

Have you recently launched any new corporate initiatives you would like to share with us?

One major corporate initiative that may be familiar to many is our More than Medication campaign, which was launched in 2008. Through this program, we offer inspiring public awareness advertising and useful health and wellness tools to empower Canadians to make healthier choices every day (www.morethanmedication.ca).

In addition to this program, Pfizer Canada has been a steadfast supporter of the Canadian Paralympic Team for over a decade. The recent achievements of this team during the Vancouver Games is inspiring Canada’s children and youth to get involved in sports, which is a great gift to the future health of the nation and something Pfizer Canada supports wholeheartedly. At the close of the Vancouver Games, Pfizer proudly confirmed that although our sponsorship agreement does not expire until 2012, it is pledging support to the Canadian Paralympic Team until 2017 under an additional \$1 million partnership agreement.

Your employees have consistently ranked Pfizer as one of the country’s best employers. Why do Pfizer employees enjoy working for Pfizer so much?

At Pfizer, our “employee value proposition” is extremely competitive and sets us apart as an employer, not just within the pharmaceutical industry but across other Canadian industries as well.

Being recognized as a top employer is another proof point that Pfizer is about more than medication. Offering a healthy workplace and above-average work conditions is important to us.

Two minutes with Paul Lévesque

5. What music do you enjoy and what would be your personal theme song?

I really enjoy jazz. As for my theme song... Life is beautiful! (laughs).

6. What is your favourite wine?

Red Burgundy.

7. Is there anything you won’t eat?

Nope. But I would probably take smaller plates if it had anything to do with giblets.

8. What is your favourite sport? To participate in? To watch?

Tennis all the way!

9. Is there anything you can’t live without?

Wine!


10. What would be your ideal vacation?

It would have to be on a deserted island with wine and cheese.

11. What is the last book you read?

World Without End by Ken Follett.

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Two minutes with Paul Lévesque

12. What is your favourite movie/TV show?

"Young Frankenstein." That movie is hilarious!

13. What is the best advice you've ever been given?

Education is the ultimate foundation of everything else.

14. If you could spend a day with anyone (dead or alive), who would you choose and why?

I have to admit that I would have loved to have had the opportunity to spend half a day with Pierre Elliott Trudeau. I'd have a few questions for him...

In April 2009, Pfizer Canada obtained the Healthy Enterprise - Elite certification from the *Bureau de normalisation du Québec* (BNQ). We are very proud to have obtained this certification, as it is a true reflection of our corporate values and employee value proposition.

What are the current therapeutic focuses of your business unit in Canada and how much does it contribute to the overall Pfizer business?

Primary Care has a strong heritage of success in developing many of the world's life-changing medicines and we have been at the heart of Pfizer's business for decades. The Primary Care Business Unit's current therapeutic areas include Alzheimer's disease, arthritis, cardiovascular disease, central nervous system, depression, pain and inflammation, smoking cessation, urology and women's health.

Primary Care is important because this is where many patients start his or her care, it is where we have thousands of customer interactions and insights into unmet medical needs and it is where we can make a significant impact on millions of patients' lives. We have the opportunity to drive meaningful change in healthcare through Primary Care.

A lot of the fundamental needs of primary care have already been taken care of and many of the previous product innovations have now reached a stage where they are satisfying a very important primary care need. Now we need to go to areas that are unsatisfied where there is real value to be offered to the physician.

I'm particularly excited about the promising future for the Primary Care Business Unit as there are several exciting late Phase III projects in the pipeline that will pave the way for a bright future for Pfizer.

Pfizer in Canada

Since the acquisition of Warner-Lambert Company in 2000, Pharmacia Corporation in 2003 and Wyeth in 2009, Pfizer has become one of the world's largest companies based on market capitalization.

Pfizer's diversified healthcare portfolio includes human and animal biologic and small molecule medicines and vaccines, as well as nutritional products and many of the world's best-known consumer products. Pfizer's commitment is reflected in everything they do, from their disease awareness initiatives to their community partnerships, to their belief that it takes more than medication to be truly healthy. Pfizer employs close to 3,500 Canadians within the area of Biopharmaceuticals, Consumer Healthcare, Animal Health and Vaccines Research. This also includes more than 1,000 employees in Manufacturing and Distribution.



A conversation with Richard Fajzel, General Manager, Oncology Business Unit



What are the current therapeutic focuses of your business unit in Canada and how much does it contribute to the overall Pfizer business?

Currently we are focused on ensuring the optimal use of our medicines and developing new cancer medicines to target specific patients. Pfizer Oncology is a business unit much like the others with the advantage of a specific focus on the discovery, investigation and development of innovative treatment options to improve the outlook for cancer patients.

What does your new product pipeline look like and will this change today's therapeutic focus?

Our pipeline is one of the most robust in the industry. We are currently evaluating compounds across four scientific platforms—anti-angiogenesis, signal transduction, immuno-oncology and cytotoxic potentiators—and across multiple cancer types, including lung, breast, prostate, sarcoma, melanoma and various hematologic cancers.

We now have a dozen compounds in Phase II or III development for these diseases.

With this approach, we're looking to address the complex solutions required to cure or control cancers. We also want to provide patients with better, more customized treatment options that would prolong survival rates in various tumour types. We hope to be in a position to be able to introduce new cancer medicines every year for the next five years.

What key business objectives and priorities have you established for your business unit in the short- and long-term?

Our objectives are to keep working collaboratively with academic institutions, individual researchers, research groups, governments and licensing partners to further our research and development programs. We are especially focused on improving upon the standard of care across tumour types, establishing new therapies where there is an unmet need and advancing novel treatments in the adjuvant setting (this is where treatments can be curative for cancer patients). As I mentioned earlier, we are also particularly focused in our research programs on developing truly targeted or personalized treatments for cancer. If we are able to predict which patient will respond to a particular treatment, it will transform the way we approach cancer therapy.



A conversation with Theresa Firestone, General Manager, Established Products Business Unit



Please review your career path leading to your present position as General Manager of the Established Products Business Unit at Pfizer Canada.

I joined Pfizer Canada in January 1999 as Vice-President, Government and Public Affairs, after a career mainly with the Ontario government where I was responsible for the administration of the province's psychiatric hospitals and then responsible for the Ontario Drug Benefit Program. I was fortunate to have the opportunity to lead the design and implementation of the Trillium Drug Program, an income-based plan to cover patients with significant drug costs. Immediately before joining Pfizer, I was President and CEO of the Canadian Wholesale Drug Association, now the Canadian Association for Pharmaceutical

Distribution Management. After six years in government and public affairs for Pfizer Canada, I became Vice-President, Sales, which provided me an opportunity to gain commercial experience. I then spent two years as Country Manager for Pfizer Austria, based in Vienna, before returning to Canada to take my current position.

What are the major issues you see facing our industry and how should they be addressed?

Research-based pharmaceutical companies have traditionally not devoted much effort to maximizing revenue potential from products at the end of their life cycle and those that are about to lose market exclusivity. In the rapidly changing environment in Canada, there is a great opportunity for Pfizer to do more with these valuable products, including, as Pfizer has done, introducing their own generic products. The objective is to provide the greatest possible value for both payers and patients. I believe we will see this part of the industry evolve rapidly over the next few years as patents expire for major products and the size of the post LOE market grows in importance. It's an exciting challenge to develop this new role for Pfizer in today's constantly evolving environment.

What are the current therapeutic focuses of your business unit in Canada and how much does it contribute to the overall Pfizer business? Is this similar to Pfizer business internationally?

The Pfizer Canada Established Products Business Unit has a very broad range of products across various therapeutic areas, though the leading ones are cardiovascular, central nervous system and pain and inflammation. The business unit is being developed as a major source of future growth for Pfizer Canada and for Pfizer in many other countries, both in the developed and in the developing world. In 2009, the established products business unit represented approximately 25 per cent of the business in Canada.

A conversation with John Helou, General Manager, Specialty Care Business Unit



How would you describe your leadership style?

I would say that my leadership style is all about empowering others to be leaders. I am a firm believer in driving decisions down and encouraging individuals to take ownership and be accountable for their own areas of expertise.

The Specialty Care Business Unit has created its own micro-culture within Pfizer, with which my leadership style is very much aligned. The culture engages colleagues and customers in an open and transparent debate, is highly focused on our objectives, looks for opportunities and thinks BIG and last but not least, the Canadian culture makes everyone accountable to each other and to those they serve. In the end, everyone feels that they are making a significant difference at multiple levels, day in and day out.

By inspiring leadership across all functions and levels within the business unit, I believe we can take the business unit to the next level, break the mold and achieve the exceptional rather than just the expected.

Specialty Care begins and ends with people. Colleagues are the most important hallmark of the business unit and the way they interact with other colleagues, customers and patients, is vital to our success. Customers must see that the structure put in place and the culture of the Specialty Care Business Unit allows for seamless alignment and the need to feel that the Pfizer colleagues they interact with do so with the highest level of integrity and are truly empowered to make the right decisions to help them manage their practice and patients.

Pfizer has recently acquired Wyeth. What impact has this had on Pfizer's Canadian business?

Here's one revealing way to look at the evolution of specialty care: it's gone from 3 per cent of Pfizer's legacy business to 100 per cent of a start-up organization which has become the Specialty Care Business Unit.

There's no doubt that Wyeth's legacy medications are helping position Pfizer's specialty care business unit as a leader across a broad range of therapeutic areas. In fact, two-thirds of the Wyeth portfolio in Canada now reside in specialty care, tripling the size of the business unit and doubling the number of employees.

Specialty care will be an engine of growth for Pfizer Canada. The business unit now includes 22 inline medicines, 26 pipeline compounds and indications in 11 disease areas. It adds up to an unmatched leadership position in vaccines and disease areas such as inflammation, anti-infectives, hemophilia and ophthalmology.

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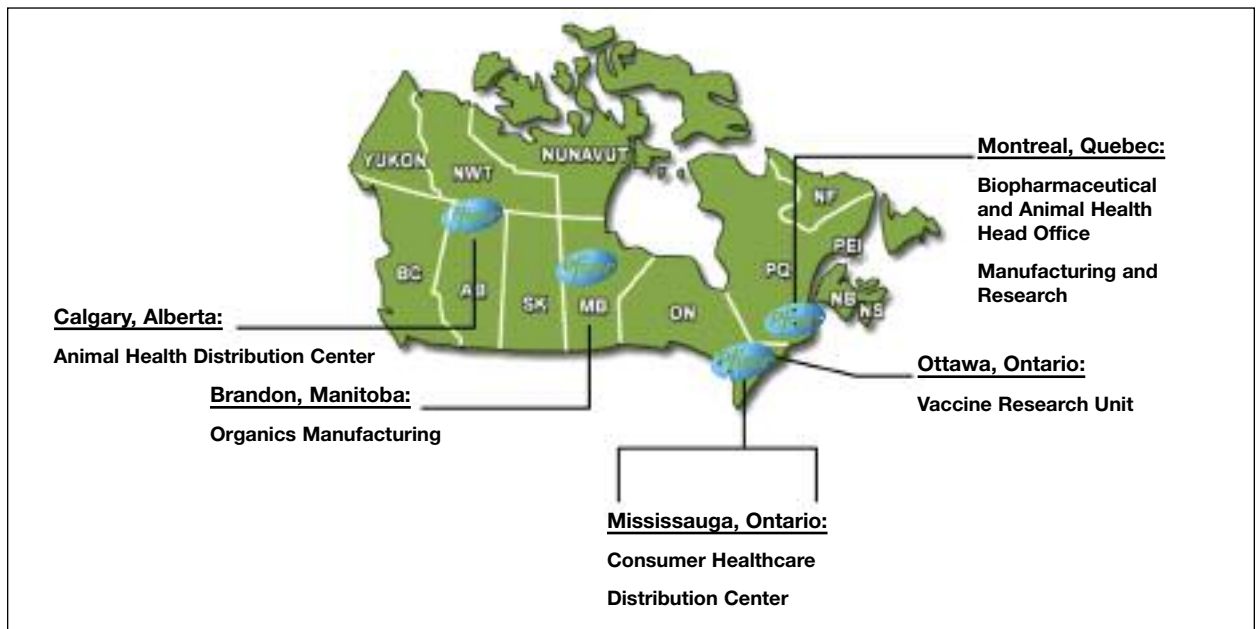
Globally, specialty care is the number one biotechnology company with annual revenues of \$15 billion. The business is viewed as an opportunity sector as a result of combining Wyeth's specialty care expertise and therapeutic areas into Pfizer's business unit approach to growing the business.

In Canada, the specialty care business unit currently represents more than 20 per cent of total Pfizer business. Our product portfolio is large and diverse covering important disease areas including inflammation, vaccines, anti-infectives, ophthalmology, hemophilia, transplantation, pulmonary arterial hypertension, endocrine care, psychiatry and palliative care. This is very similar to our business in the US and in many other countries around the world.

The combination with Wyeth has already boosted specialty care revenues in Canada, with immediate impact from leading products such as Enbrel for rheumatoid arthritis and psoriasis and Prevnar, the vaccine for the prevention of pneumococcal disease in children.

The Specialty Care Portfolio has provided us with outstanding capabilities in institutional settings, as well as highly specialized areas. A much more complex, networked approach is required here, covering the right therapeutics with a service infrastructure and partnerships to assist the healthcare team. This approach also ensures the patient is at the centre of managing their condition.

Finally, Specialty Care's exciting pipeline including new treatments for rheumatoid arthritis, Alzheimer's disease and expanded indications for our Prevnar vaccine, creates a strong platform for future growth. **CPM**



Pfizer Canada Footprint

While Canadian headquarters of Pfizer Biopharmaceuticals and Animal Health are in Kirkland, Quebec, the Consumer Health business is based in Mississauga, Ontario and the Vaccines Research Unit is located in Ottawa, Ontario. Pfizer Canada also operates distribution facilities in Mississauga, Ontario and Calgary, Alberta and Global Manufacturing and Distribution centres in Brandon, Manitoba and Montreal, Quebec.

For more information about Pfizer Canada, please visit www.pfizer.ca.