



FAMILIARIZATION PROGRAM FOR INDEPENDENT DIRECTORS OF PFIZER LIMITED

This Familiarization Program (“ the Program”) for Independent Directors of Pfizer Limited (“the Company”) has been adopted by the Board of Directors pursuant to Regulations 25 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

1. Purpose

The Program aims to provide insights into the Company to enable the Independent Directors to understand its business in depth and contribute significantly to the Company.

2. Familiarization Process

- 2.1. The Company shall through its Executive Directors / Senior Managerial Personnel conduct programmes / presentations periodically to familiarize the Independent Directors with the strategy, operations and functions of the Company;
- 2.2. Such programmes / presentations will provide an opportunity to the Independent Directors to interact with the senior leadership team of the Company and help them to understand the Company’s strategy, business model, operations, service and product offerings, markets, organization structure, finance, human resources, technology, quality, facilities and risk management and such other areas as may arise from time to time;
- 2.3. The programmes / presentations shall also familiarize the Independent Directors with their roles, rights and responsibilities;



2.4. The Company may circulate news and articles related to the industry on a regular basis and may provide specific regulatory updates from time to time; and

2.5. The Company may conduct an introductory familiarization program / presentation, when a new Independent Director comes on the Board of the Company.

3. Disclosure of the Policy

3.1. This Policy shall be uploaded on the Company's website for public information and a web link for the same shall also be provided in the Corporate Governance Section of the Annual Report of the Company.

3.2. Following information will be disclosed on the Website of the Company

a. Details of familiarization programmes imparted to Independent Directors.

b. Number of Programmes attended by the Independent Directors (during the year and on cumulative basis till date)

c. Number of hours spent by the Independent Directors in such programmes (during the year and on cumulative basis till date)

d. Other relevant details

Web link where the above mentioned information is disclosed will be provided in the Corporate Governance section of the Annual Report

4. Review of the Program

4.1. The Board will review this Program and make revisions as may be required.



Pfizer Limited

Details of familiarization programmes imparted to independent directors during the year 2015-16:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors			
			Mr. R. A. Shah Duration (Hrs)	Mr. Pradip Shah Duration (Hrs)	Mr. Uday Khanna Duration (Hrs)	Mr. Sunil Lalbhai Duration (Hrs)
1.	Presentation on India Agency Business	July 25, 2015	0.5	0.5	0.5	0.5
2.	New Corporate Office site visit	November 9, 2015	1	1	1	1
3.	Presentation on Business Objectives 2015-16	November 9, 2015	1	1	1	1
4.	Presentation on Business Overview – Anti-Infectives, Cardio-Vascular and Ophthalmology	November 9, 2015	1	1	1	1
5.	Presentation on Overview of Pharma Regulatory Framework in India	February 3, 2016	1	1	1	1
6.	Presentation on Manufacturing Facility at Goa Plant	February 3, 2016	0.5	0.5	0.5	0.5
7.	Goa Factory Visit	February 4, 2016	2	2	2	2
8.	Presentation on overview of Drugs Pricing Environment in India	February 18, 2016	-	-	1	-
9.	Meeting with Mr. Ian Read, Chairman and CEO, Pfizer Inc. for discussion on Indian Pharmaceutical Outlook.	March 17, 2016	0.5	-	-	-
	Total Duration (Hours)		7.5	7	8	7

Mr. R. A. Shah had attended 8 programmes during the financial year 2015-16.

Mr. Pradip Shah had attended 7 programmes during the financial year 2015-16.

Mr. Uday Khanna had attended 8 programmes during the financial year 2015-16.

Mr. Sunil Lalbhai had attended 7 programmes during the financial year 2015-16.



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Details of familiarization programmes imparted to independent directors during the year 2016-17:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors			
			Mr. R. A. Shah Duration (Hrs)	Mr. Pradip Shah Duration (Hrs)	Mr. Uday Khanna Duration (Hrs)	Mr. Sunil Lalbhai Duration (Hrs)
1.	Presentation on business update and regulatory developments	October 17, 2016	1.5	1.5	1.5	1.5
2.	Meeting with Ms. Janine Small, Regional President for discussion on the Pfizer's Outlook for India	October 27, 2016	1.5	1.5	1.5	1.5
3.	Presentation on the Medical Affairs Division	November 4, 2016	0.5	0.5	-	0.5
4.	Presentation on the Goods and Service Tax and ERP implementation	November 4, 2016	1	1	-	1
5.	Presentation on Business Strategy	January 30, 2017	1.5	1.5	1.5	1.5
Total Duration (Hours)			6	6	4.5	6

Mr. R. A. Shah had attended 5 programmes during the financial year 2016-17.

Mr. Pradip Shah had attended 5 programmes during the financial year 2016-17.

Mr. Uday Khanna had attended 3 programmes during the financial year 2016-17.

Mr. Sunil Lalbhai had attended 5 programmes during the financial year 2016-17.



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Details of familiarization programmes imparted to independent directors during the year 2017-18:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors			
			Mr. R. A. Shah Duration (Hrs)	Mr. Pradip Shah Duration (Hrs)	Mr. Uday Khanna Duration (Hrs)	Mr. Sunil Lalbhai Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update (Duration one hour each)	Quarterly Board Meetings	4	4	3	4
2.	Business Strategy	November 10, 2017	0.5	0.5	-	0.5
3.	Vaccines Business	November 10, 2017	0.5	0.5	-	0.5
4.	Meeting with Senior Executives of Pfizer Inc.	December 19, 2017	1	-	1	-
Total Duration (Hours)			6.5	5	4	5

Mr. R. A. Shah had attended 7 programmes during the financial year 2017-18.

Mr. Pradip Shah had attended 6 programmes during the financial year 2017-18.

Mr. Uday Khanna had attended 4 programmes during the financial year 2017-18.

Mr. Sunil Lalbhai had attended 6 programmes during the financial year 2017-18.



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Details of familiarization programmes imparted to independent directors during the year 2018-19:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors				
			Mr. R. A. Shah	Mr. Pradip Shah	Mr. Uday Khanna	Mr. Sunil Lalbhai	Ms. Meena Ganesh
			Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update. (Duration one hour each)	07.05.2018 02.08.2018 14.11.2018 24.01.2019	4	4	4	4	1
2.	Business Strategy.	07.05.2018	1	1	1	1	-
3.	Manufacturing Operations	24.01.2019	1	1	1	1	-
Total Duration (Hours)			6	6	6	6	1

Mr. R. A. Shah had attended 6 programmes during the financial year 2018-19.

Mr. Pradip Shah had attended 6 programmes during the financial year 2018-19.

Mr. Uday Khanna had attended 6 programmes during the financial year 2018-19.

Mr. Sunil Lalbhai had attended 6 programmes during the financial year 2018-19.

Ms. Meena Ganesh had attended 6 programmes during the financial year 2018-19.



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Details of familiarization programmes imparted to independent directors during the year 2019-20:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors				
			Mr. R. A. Shah	Mr. Pradip Shah	Mr. Uday Khanna	Mr. Sunil Lalbhai	Ms. Meena Ganesh
			Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update. (Duration one hour each)	28.05.2019 09.08.2019 26.10.2019 14.02.2020	4	4	4	4	4
2.	Meeting with Senior Executives of Pfizer Inc.	23.04.2019	1	1	1	1	1
3.	Vaccines Business	28.05.2019	0.75	0.75	0.75	0.75	0.75
4.	Risk Management Framework and Key Business Risks	26.10.2019	0.75	0.75	0.75	0.75	0.75
5.	Business Strategy	14.02.2020	0.75	0.75	0.75	0.75	0.75
6.	Status of Active Pharmaceutical Ingredients import and impact of Novel Corona Virus (COVID-19)	14.02.2020	1.00	1.00	1.00	1.00	1.00
Total Duration (Hours)			8.25	8.25	8.25	8.25	8.25

Mr. R. A. Shah had attended 9 programmes during the financial year 2019-20.

Mr. Pradip Shah had attended 9 programmes during the financial year 2019-20.

Mr. Uday Khanna had attended 9 programmes during the financial year 2019-20.

Mr. Sunil Lalbhai had attended 9 programmes during the financial year 2019-20.

Ms. Meena Ganesh had attended 9 programmes during the financial year 2019-20.



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Details of familiarization programmes imparted to Independent Directors during the year 2020-21:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors				
			Mr. R. A. Shah	Mr. Pradip Shah	Mr. Uday Khanna	Mr. Sunil Lalbhai	Ms. Meena Ganesh
			Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update. (Duration one hour each)	15.06.2020 27.07.2020 02.11.2020 05.02.2021	3	4	4	4	4
2.	Presentation on Overview of Human Resources Function	15.06.2020	0.75	0.75	0.75	0.75	0.75
3.	Presentation on Active Pharmaceutical Ingredients Procurement Strategy	27.07.2020	-	0.75	0.75	0.75	0.75
4.	Presentation on Prevnar Vaccines Business	27.07.2020	-	0.75	0.75	0.75	0.75
5.	Presentation on Internal Medicine Business – Go-to-market strategy	02.11.2020	0.75	0.75	0.75	0.75	0.75
6.	Presentation on Pfizer Inc.'s Covid-19 Vaccine Development	02.11.2020	0.75	0.75	0.75	0.75	0.75
7.	Presentation on Digital Marketing Strategy	05.02.2021	0.75	0.75	0.75	0.75	0.75
8.	Presentation on Risk Management Framework and Key Business Risks	29.03.2021	-	-	-	0.75	0.75
Total Duration (Hours)			6	8.5	8.5	9.25	9.25



Mr. R. A. Shah had attended 5 programmes during the financial year 2020-21.
Mr. Pradip Shah had attended 7 programmes during the financial year 2020-21.
Mr. Uday Khanna had attended 7 programmes during the financial year 2020-21.
Mr. Sunil Lalbhai had attended 8 programmes during the financial year 2020-21.
Ms. Meena Ganesh had attended 8 programmes during the financial year 2020-21.

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Details of familiarization programmes imparted to Independent Directors during the year 2021-22:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors				
			Mr. Pradip Shah	Mr. Uday Khanna	Mr. Sunil Lalbhai	Ms. Meena Ganesh	Mr. R. A. Shah *
			Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update. (Duration one hour each)	26.05.2021 28.07.2021 03.11.2021 03.02.2022	4	3	4	4	3
2.	Presentation on Hospitals Business Unit – Go-to-Market Strategy	28.07.2021	1	-	1	1	1
3.	Business presentation on Vaccines	03.11.2021	0.75	0.75	0.75	0.75	0.75
4.	Presentation on Go to Market Transformation Design Blueprint (Duration 30 mins each)	24.09.2021 03.11.2021	1	1	1	1	1
5.	Presentation on the Performance Assessment & Compensation Planning	03.02.2022	0.5	0.5	0.5	0.5	-
6.	Presentation on Go to Market Transformation Design Blueprint	03.02.2022	1	1	1	1	1

7.	Presentation on Risk Management Framework and Key Business Risks (Duration 45 minutes each)	22.09.2021 12.03.2022	-	-	1.50	1.50	-
Total Duration (Hours)			8.25	5.5	9.75	9.75	6.75

* Mr. R. A. Shah resigned as an Independent Director and Chairperson of the Company with effect from February 1, 2022.

Mr. Pradip Shah had attended 10 programmes during the financial year 2021-22.

Mr. Uday Khanna had attended 7 programmes during the financial year 2021-22.

Mr. Sunil Lalbhai had attended 12 programmes during the financial year 2021-22.

Ms. Meena Ganesh had attended 12 programmes during the financial year 2021-22.

Mr. R. A. Shah had attended 7 programmes during the financial year 2021-22.



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Details of familiarization programmes imparted to Independent Directors during the year 2022-23:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors			
			Mr. Pradip Shah	Mr. Uday Khanna	Mr. Sunil Lalbhai	Ms. Meena Ganesh
			Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update. (Duration one hour each)	20.05.2022 05.08.2022 11.11.2022 09.02.2023	4	4	4	4
2.	Presentation on Internal Medicine Business – market maximization and expansion opportunity for Eliquis	20.05.2022	0.5	0.5	0.5	0.5
3.	Business presentation on Vaccines Strategy (Duration 30 mins each)	20.05.2022 09.02.2023	1	1	1	1
4.	Presentation on Go to Market Transformation Design Blueprint (Duration 30 mins each)	20.05.2022 05.08.2022	1	1	1	1
5.	Presentation on Digital Marketing	05.08.2022	0.5	0.5	0.5	0.5
6.	Presentation on Risk Management Framework and Key Business Risks	05.08.2022 27.01.2023	-	-	1.25	1.25
Total Duration (Hours)			7.00	7.00	8.25	8.25

Mr. Pradip Shah had attended 10 programmes during the financial year 2022 – 23.

Mr. Uday Khanna had attended 10 programmes during the financial year 2022 – 23.

Mr. Sunil Lalbhai had attended 12 programmes during the financial year 2022 – 23.

Ms. Meena Ganesh had attended 12 programmes during the financial year 2022 – 23.



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Details of familiarization programmes imparted to Independent Directors during the year 2023-24:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors			
			Mr. Pradip Shah	Mr. Uday Khanna	Mr. Sunil Lalbhai	Ms. Meena Ganesh
			Duration (Hrs)	Duration (Hrs)	Duration (Hrs)	Duration (Hrs)
1.	Pharma Market, Industry Performance and Regulatory changes update. (Duration one hour each)	15.05.2023 11.08.2023 28.10.2023 09.02.2024	4	4	4	4
2.	Pfizer Inc.'s India Growth story	01.02.2024	1	1	1	1
3.	Presentation on Internal Medicine Business	11.08.2023	1	1	1	1
4.	Presentation on technologies for the manufacturing, formulation development and ESG initiatives.	09.02.2024	1	1	1	1
5.	Presentation on Risk Management Framework and Key Business Risks	11.07.2023 08.12.2023	-	-	1.25	1.25
6.	Presentation on Risk Management Framework and Key Business Risks	11.08.2023 09.02.2024	1.25	1.25	-	-
Total Duration (Hours)			8.25	8.25	8.25	8.25

Mr. Pradip Shah had attended 9 programmes during the financial year 2023 – 24.

Mr. Uday Khanna had attended 9 programmes during the financial year 2023 – 24.

Mr. Sunil Lalbhai had attended 9 programmes during the financial year 2023 – 24.

Ms. Meena Ganesh had attended 9 programmes during the financial year 2023 – 24.



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Details of familiarization Programmes imparted to Independent Directors during the year 2024-25:

Sr. No.	Particulars of the Programmes / Presentations	Date	Names of the Independent Directors					
			Mr. Pradip Shah	Ms. Meena Ganesh	Mr. L. Krishnakumar	Ms. Sonia Singh	Mr. Uday Khanna	Mr. Sunil Lalbhai
			Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)
1.	Pharma Market, Industry Performance and Regulatory changes update. <i>(Duration – One hour each)</i>	4 17.05.2024 29.07.2024 28.10.2024 31.03.2025	4.00	4.00	2.00	2.00	3.00	4.00
2.	Presentation on Regulatory landscape & pricing environment	17.05.2024	1.00	1.00	-	-	1.00	1.00
4.	Presentation on Go to Market Transformation	28.10.2024	1.00	1.00	1.00	1.00	1.00	1.00
5.	Business presentation on Internal Medicine division, Vaccines Division and Hospital Business Unit	31.01.2025	1.50	1.50	1.50	1.50	-	1.50
7.	Discussion on strategy plans and visit to Goa Manufacturing site of the Company	20.02.2025 21.02.2025	10.00	10.00	10.00	10.00	-	-
8.	Presentation on Risk Management Framework and Key Business Risks <i>(Duration – One hour each)</i>	2 01.07.2024 24.01.2025	-	2.00	-	1.00	-	2.00
9.	New Independent Directors' induction program on Industry Overview, Regulatory, Pricing and Public Affairs	12.09.2024	-	-	4.00	4.00	-	-
10.	New Independent Directors' induction program on Internal Medicine Division, Vaccines Division and Hospitals Business Unit	13.09.2024	-	-	6.00	6.00	-	-
11.	New Independent Directors' induction program on Taxation, Finance & Drug Pricing Regulations	20.09.2024	-	-	4.00	-	-	-

12.	New Independent Directors' induction program on Taxation, Finance	04.10.2024	-	-	5.00	-	-	-
13.	New Independent Directors' induction program on Compliance, Risk Management, Manufacturing & Supply Chain Division, Digital Division, Performance management and Nomination & Remuneration process	13.11.2024	-	-	5.00	5.00	-	-
14.	New Independent Directors' induction program on People Experience Division and Digital Division	10.12.2024	-	-	1.00	1.00	-	-
Total Duration (Hours)			17.50	19.50	39.50	31.50	5.00	9.50

Mr. Pradip Shah had attended 8 programmes during financial year 2024 – 25.

Ms. Meena Ganesh had attended 10 programmes during financial year 2024 – 25.

Mr. L. Krishnakumar attended 11 programmes during financial year 2024 – 25.

Ms. Sonia Singh attended 10 programmes during financial year 2024 – 25.

Mr. Uday Khanna attended 5 programmes during financial year 2024 – 25.

Mr. Sunil Lalbhai attended 10 programmes during financial year 2024 – 25.



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Details of familiarization Programs imparted to Independent Directors and Non-Executive Non-Independent Directors during the year 2025-26:

Sr. No.	Particulars of the Programs / Presentations	Date	Names of the Directors			
			Ms. Meena Ganesh (Independent Director Director)	Mr. L. Krishnakumar (Independent Director)	Ms. Sonia Singh (Independent Director)	Mr. Pradip Shah (Non-Independent Non-Executive Director)
			Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)
1.	Update on Pharma Market, Industry Performance and Business performance. <i>(Duration – 45mins each program)</i>	19.05.2025 13.08.2025 12.11.2025 09.02.2026	3.00	3.00	3.00	3.00
2.	Presentation on Whistle Blower Framework, Internal Controls and Compliances update <i>(Duration – 45mins each program)</i>	19.05.2025 13.08.2025 12.11.2025 09.02.2026	3.00	3.00	3.00	3.00
3.	Presentation on Risk Management Framework and Key Business Risks <i>(Duration – One hour each session)</i>	13.08.2025 09.02.2026	2.00	0.50	2.00	0.50
3.	Discussion on strategy update, new product launches and updates on Go To Market Model and partnerships.	13.08.2025 12.11.2025 09.02.2026	0.50 0.50 1.00	0.50 0.50 1.00	0.50 0.50 1.00	0.50 0.50 1.00

Sr. No.	Particulars of the Programs / Presentations	Date	Names of the Directors			
			Ms. Meena Ganesh (Independent Director Director)	Mr. L. Krishnakumar (Independent Director)	Ms. Sonia Singh (Independent Director)	Mr. Pradip Shah (Non- Independent Non-Executive Director)
			Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)	Duration (Hrs.)
4.	Presentations on new legislations and regulatory updates. <i>(Duration – Half an hour each session)</i>	13.08.2025 09.02.2026	0.50 1.00	0.50 1.00	0.50 1.00	0.50 1.00
Total Duration (Hours)			11.50	10.00	11.50	10.00

Ms. Meena Ganesh had attended 15 programs during financial year 2025 – 26.

Mr. L. Krishnakumar attended 15 programs during financial year 2025 – 26.

Ms. Sonia Singh attended 15 programs during financial year 2025 – 26.

Mr. Pradip Shah had attended 15 programs during financial year 2025 – 26.