

Ready for life



Breakthroughs that change patients' lives®

Annual Report 2020-21

Pfizer Inc

\$41.9 billion
in revenue

>125 countries
where Pfizer sells
products

\$9.4 billion
invested in research
& development

43
manufacturing
sites worldwide

>50 Emergency Use Authorizations/Conditional Authorizations/Temporary Authorizations for the Pfizer-BioNTech COVID-19 vaccine, COMIRNATY

~78,500
employees

6 primary therapeutic areas:

- 1 Internal Medicine
- 2 Oncology
- 3 Hospital
- 4 Vaccines
- 5 Inflammation & Immunology
- 6 Rare Diseases

(All data above is as of 31st Dec 2020)

Purpose Blueprint

Our Purpose

Breakthroughs that change patients' lives

Our Bold Moves



1 Unleash the power of our people



2 Deliver first-in-class science



3 Transform our go-to-market model



4 Win the digital race in pharma



5 Lead the conversation

Our Big Ideas

1.1 Create room for meaningful work

1.2 Recognize both leadership and performance

1.3 Make Pfizer an amazing workplace for all

2.1 Source the best science in the world

2.2 Double our innovation success rate

2.3 Bring medicines to the world faster

3.1 Improve access through new payer partnerships

3.2 Address the patient affordability challenge

3.3 Transform the way we engage patients and physicians

4.1 Digitize drug discovery and development

4.2 Enhance health outcomes and patient experience

4.3 Make our work faster and easier

5.1 Be known as the most patient-centric company

5.2 Drive pro-innovation/pro-patient policies

5.3 Focus the narrative on the value of our science

Our Values and Behaviors



Courage

Think big, speak up, be decisive



Excellence

Focus on what matters, agree who does what, measure outcomes



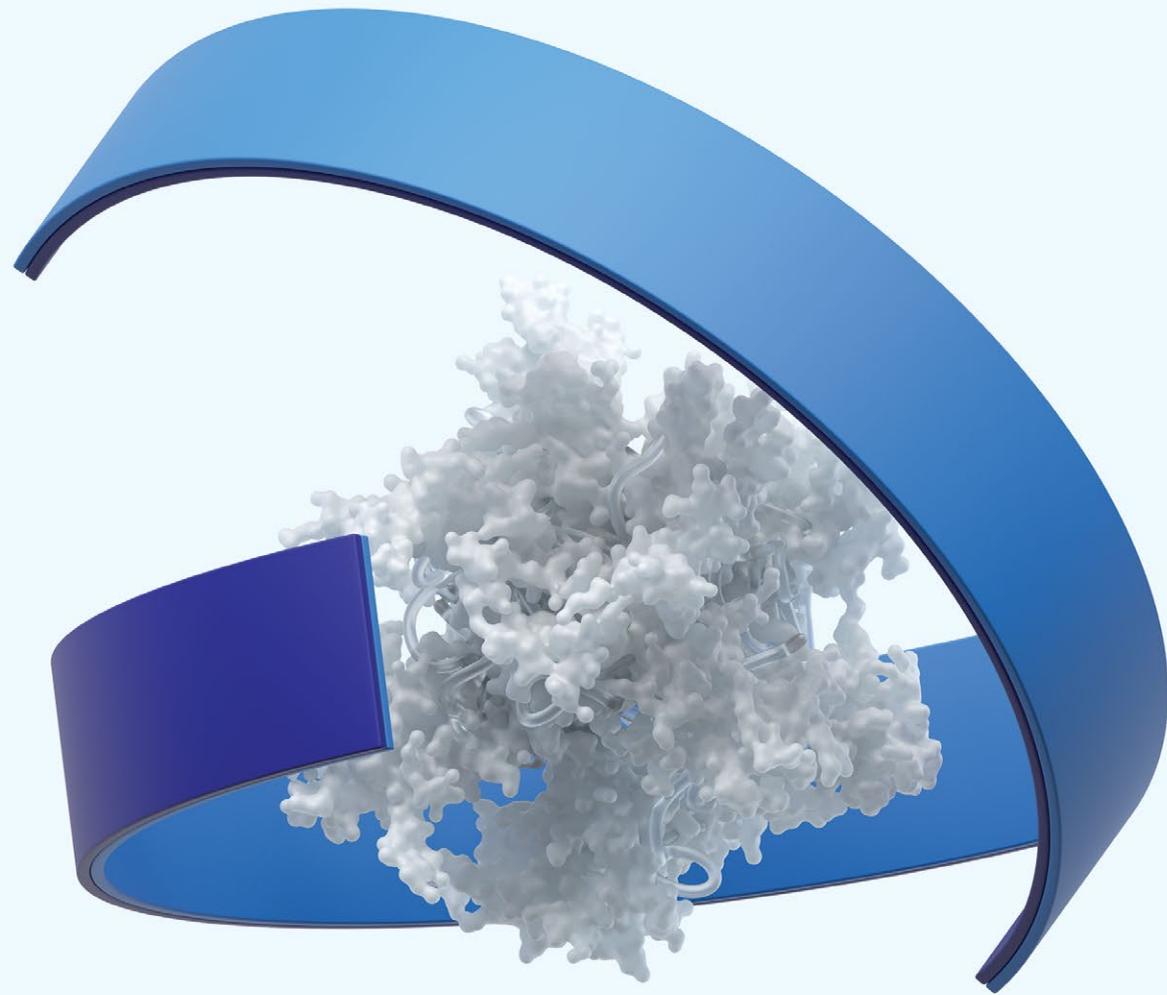
Equity

Be inclusive, act with integrity, reduce healthcare disparities



Joy

Take pride, recognize one another, have fun



Our theme tells a story; our story of Breakthroughs, big and small, that change patients' lives. The 2020-21 Annual Report is a dedication to our purpose and bringing to the world breakthroughs that change patients' lives!

The content herein is meant for informational and awareness purposes only and should not be considered as a substitute for competent medical advice.

Contents

01 Corporate Overview

Pfizer's new avatar, message from Albert Bourla, Sally Susman	06
Our story of breakthroughs	08
Responding to the COVID-19 crisis in India	22
Message from the Managing Director	26
Pfizer at a Glance	28
Our Portfolio	30
Key performance highlights	32
Financial performance - 10 year highlights	33
Board of Directors	34

02 Statutory Reports

Notice	37
Board's report including Management Discussion and Analysis	54
Corporate Governance Report	88
Business Responsibility Report	105

03 Financial Statements

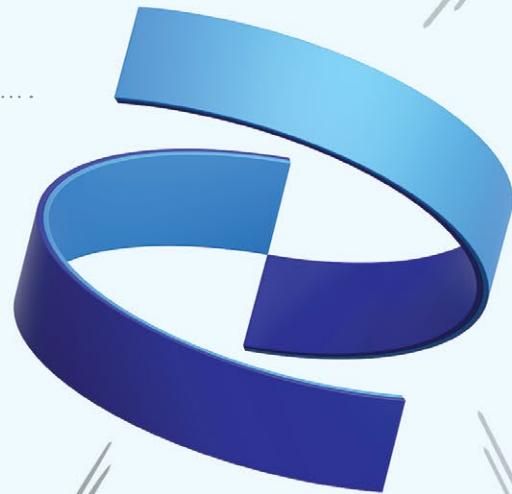
Independent Auditor's Report	115
Balance Sheet	126
Statement of Profit and Loss	127
Statement of Cash Flows	128
Statement of Changes in Equity	130
Notes to the Financial Statements	131

Pfizer's new avatar

As the calendar turned to 2021, Pfizer Inc marked the beginning of a new era by launching a new corporate brand identity. Our new emblem is a digital-first expression of our commitment to the transformative power of science.

It's a dynamic reflection of our purpose: **Breakthroughs that change patients' lives.** And it's a clear signal that the new Pfizer is about daring more courageously, inquiring more deeply and advocating more passionately to make what was once unimaginable, reality.

We've transformed our legacy to look toward the future. A time of science, compassion, and breakthroughs.



After 171 years, we arrive at a new era. A time of extraordinary focus on science and dedication to patients. Pfizer is no longer in the business of just treating diseases — we're curing and preventing them.

Albert Bourla,
Chairman and Chief Executive Officer,
Pfizer Inc.



Our new identity reflects the dignity of Pfizer's history and captures the innovative spirit and science focus alive in the company today.



Sally Susman,
Executive Vice President,
Chief Corporate Affairs Officer,
Pfizer Inc.



The new Pfizer is all about two things: science and patients. By uniting transformational technology and cutting-edge science, we are pioneering biopharmaceutical innovations to do more than just treat difficult diseases — we want to cure and prevent them.

We've unlocked the pill form to reveal the core of what we do: a double helix, spiraling upward. The logo is constructed of two interlocking forms. Their unity reflects our passion and dedication to the science behind our innovations, and to the wellbeing of our patients.

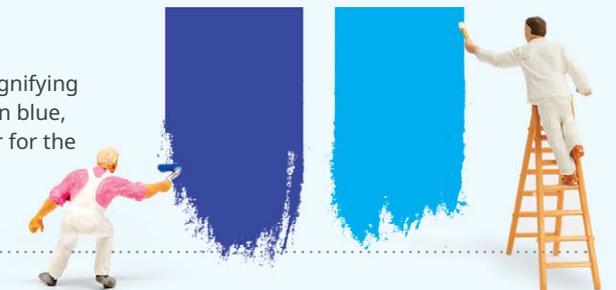


Bold imagery for world-shaping science

We use photography showing real people getting the help they need, from professionals who know and care.

Blue, but new

We've evolved the historic Pfizer blue to a vibrant, two-tone palette signifying our commitment to both science and patients. In an industry awash in blue, we're doubling down. A choice that champions our history as a leader for the pioneers who have followed.



TYPEFACE

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0 1 2 3 4 5 6 7 8 9



A clean, open typeface for a global future

Noto Sans is a font designed for tomorrow. Developed by Google to internationalize the internet, it is philosophically and aesthetically aligned with the new Pfizer.

We've refined our legacy down to its essentials. By keeping science and people at the heart of what we do, we're ready for another 170 years of breakthroughs.



Our story of breakthroughs

COVID-19 vaccine has the potential to change more lives than any other breakthrough from the past century. We however are just as proud of our other breakthroughs – big and small – that deliver meaningful value to patients and society.

In this section, we invite you to learn more about how we bring about breakthroughs in everything we do giving us the confidence that **SCIENCE WILL WIN** the battle against disease.



 <p>Invented a groundbreaking way to treat parasites. Discovered how to get life-saving supplies of medicines to the Union Army.¹</p>	<p>1849</p>	
 <p>Started mass production, making penicillin and other antibiotics accessible on a massive scale.¹</p>	<p>1944</p>	
<p>Introduced a combined vaccine for preventing diphtheria, tetanus and pertussis in young children.²</p>	<p>1948</p>	
<p>Fought polio with an oral vaccine so millions of children could be children again.²</p>	<p>1963</p>	
<p>Innovated a needle that would be one of the key tools in eradicating smallpox.²</p>	<p>1968</p>	
<p>Treatments that improved the quality of our hearts, bodies and even helped the way we love.</p>	<p>1985</p>	
<p>7-valent pneumococcal conjugate vaccine for infants and young children.</p>	<p>2000</p>	
<p>First to license a 13-valent pneumococcal conjugate vaccine (PCV13) for infants and young children.³</p>	<p>2010</p>	
<p>Developed a vaccine for COVID-19.⁴</p>	<p>2020</p>	

¹ Pfizer's Legacy: A New Emblem for a New Era [Internet]. 2021 [cited 20 July 2021]. Available from: <https://www.youtube.com/watch?v=x3s3XLeOnNg&t=4s>
² The Journey | Pfizer [Internet]. Pfizer.com. 2021 [cited 20 July 2021]. Available from: <https://www.pfizer.com/people/history>
³ History of Vaccines | Pfizer [Internet]. Pfizer.com. 2021 [cited 20 July 2021]. Available from: <https://www.pfizer.com/science/vaccines/milestones>
⁴ Pfizer and BioNTech Receive Authorization in the European Union for COVID-19 Vaccine | Pfizer [Internet]. Pfizer.com. 2020 [cited 20 July 2021]. Available from: <https://www.pfizer.com/news/press-release/press-release-detail/pfizer-and-biontech-receive-authorization-european-union>

The Pfizer-BioNTech COVID-19 vaccine



Mission Possible: The Race for a Vaccine

Pfizer emerged as an early leader in the fight against COVID-19, advancing a clear vision for industry-wide collaboration while increasing investments in breakthrough science and global manufacturing. Pfizer and BioNTech blazed a path to a vaccine in record-breaking speed with quality and safety at the forefront, from signing an agreement with BioNTech in April 2020 to the vaccine receiving the first Emergency Use Authorization (EUA) from the U.S. Food and Drug Administration (FDA) a mere eight months later.

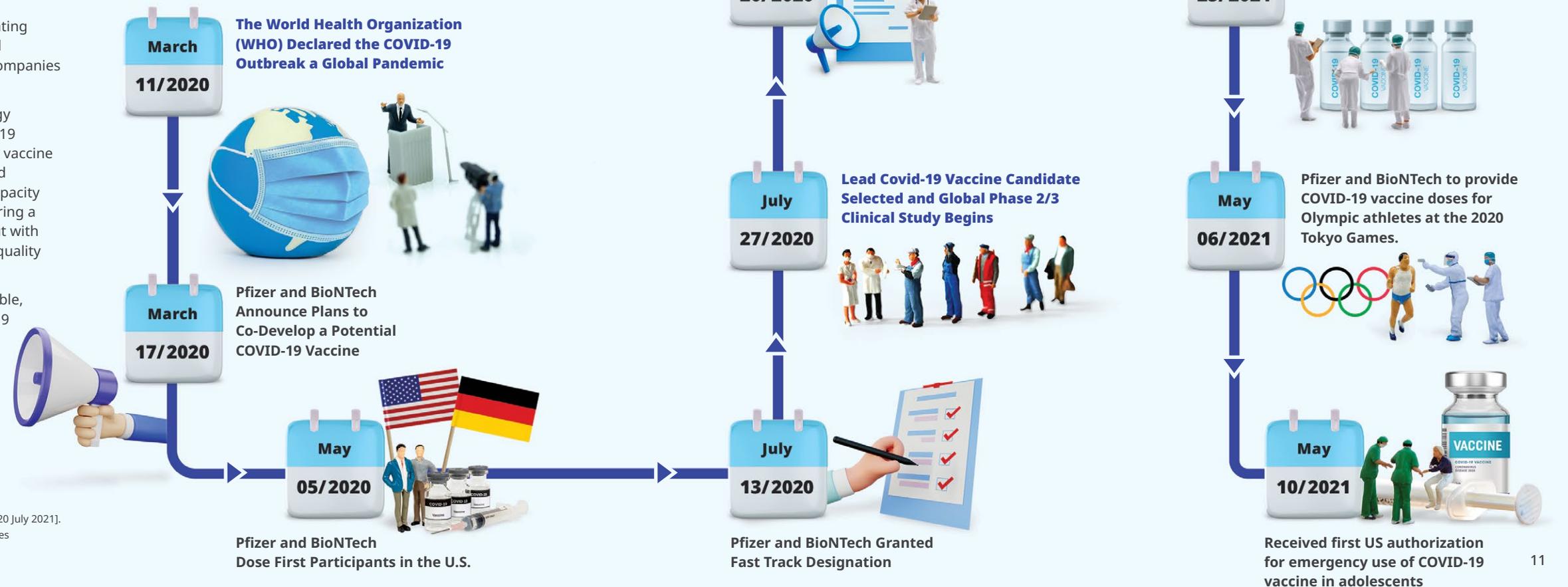
The COVID-19 vaccine development story

From the beginning, Pfizer understood that defeating COVID-19 would require the power of science and unprecedented collaboration among scientists, companies and governments around the world.

Pfizer collaborated with the German biotechnology company BioNTech SE to jointly develop a COVID-19 vaccine using BioNTech's messenger RNA (mRNA) vaccine program while simultaneously making self-funded investments to scale up Pfizer's manufacturing capacity and distribution infrastructure. The goal was to bring a potential vaccine to the world faster than ever, but with Pfizer's same scientific rigor and commitment to quality and safety.

In less than a year, we made the impossible possible, delivering in record time a breakthrough COVID-19 vaccine that received a conditional marketing authorization, Emergency Use Authorization or temporary authorization in more than 50 countries worldwide.¹ And we did it, without ever losing sight of the integrity, quality or safety of our work.

¹ ALL COVID-19 UPDATES | Pfizer [Internet]. Pfizer.com. 2021 [cited 20 July 2021]. Available from: <https://www.pfizer.com/science/coronavirus/updates>



Unleashing our science

Science can stop pandemics—it has before, and it will again. The entire global scientific community is working together to beat the COVID-19 pandemic, because when **science wins, we all win.**



A landmark trial¹ Trial Enrollment

The landmark phase 3 clinical trial enrolled **46,331** participants at **153** clinical trial sites around the world.

Trial Geography



Our trial sites are located in **Argentina, Brazil, Germany, Turkey, South Africa and the United States.**

Participant Diversity

Approximately **42%** of overall and **30%** of U.S. participants have diverse backgrounds.

Participants	Overall Study	U.S. Only
Asian	5%	6%
Black	10%	10%
Hispanic/Latinx	26%	13%
Native American	1.0%	1.3%

♂ **49.1%** of participants are male
♀ **50.9%** are female

Participant Age

	Age 12-15 2,260
	Age 16-17 754
	Age 18-55 25,427
	Age 56+ 17,879

¹ About Our Landmark Trial | Pfizer [Internet]. Pfizer.com. 2021 [cited 20 July 2021]. Available from: <https://www.pfizer.com/science/coronavirus/vaccine/about-our-landmark-trial>



Encouraging collaboration. Standing with science

As COVID-19 entered our collective global consciousness, Pfizer stood in solidarity with industry leaders and pledged to protect scientific integrity, building on our rich history in vaccine research and development.

Our five-point plan called upon members of the innovation ecosystem—including pharmaceutical companies, biotech, government agencies and academic institutions—to work together to end this global health crisis. To complement this call for unprecedented industry collaboration, Pfizer also made a public pledge—along with eight other vaccine makers—to protect the time-tested scientific processes and regulatory protocols that have helped guide the safe delivery of medicines and vaccines to address patients' unmet needs.

Innovative packaging

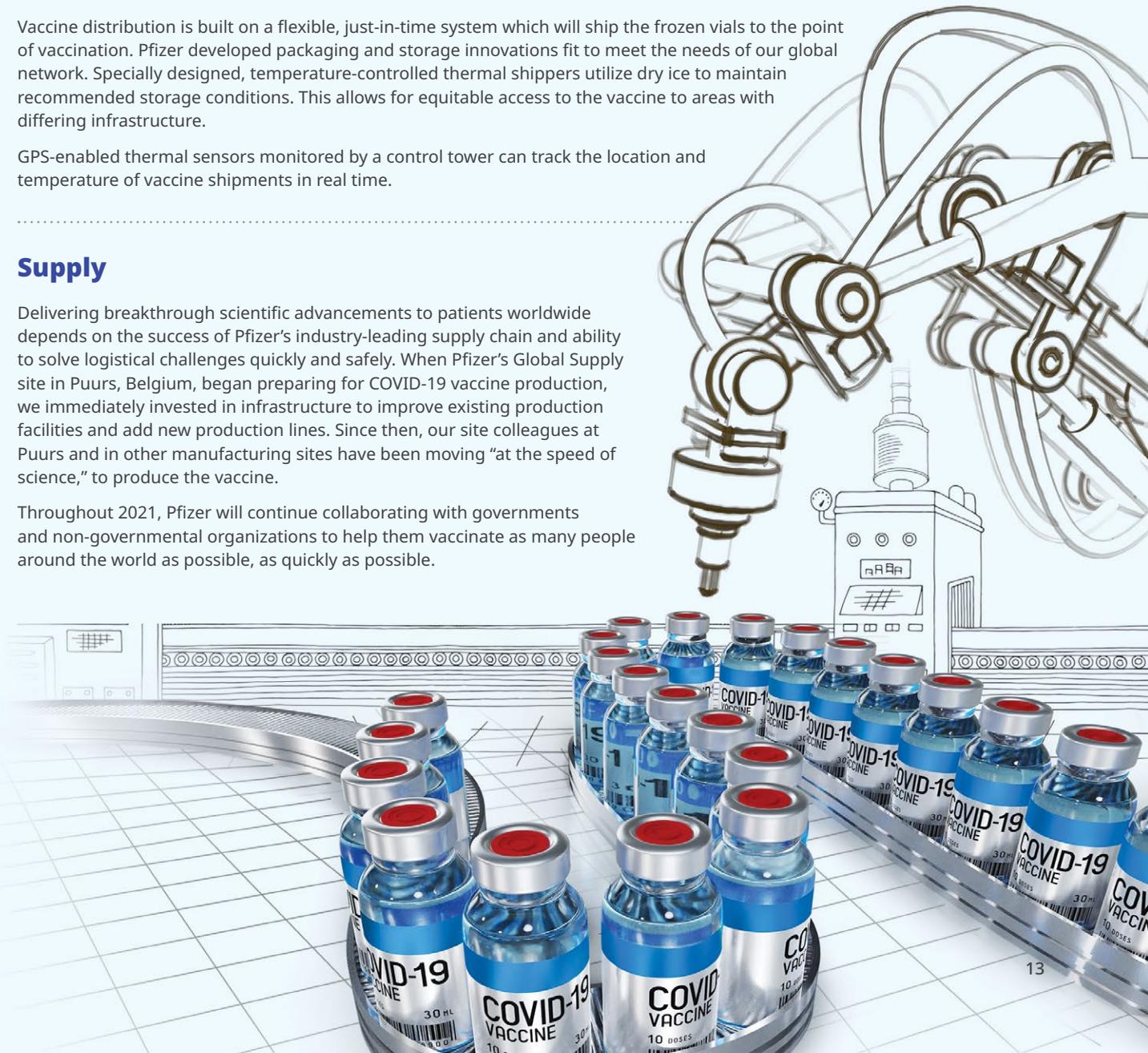
Vaccine distribution is built on a flexible, just-in-time system which will ship the frozen vials to the point of vaccination. Pfizer developed packaging and storage innovations fit to meet the needs of our global network. Specially designed, temperature-controlled thermal shippers utilize dry ice to maintain recommended storage conditions. This allows for equitable access to the vaccine to areas with differing infrastructure.

GPS-enabled thermal sensors monitored by a control tower can track the location and temperature of vaccine shipments in real time.

Supply

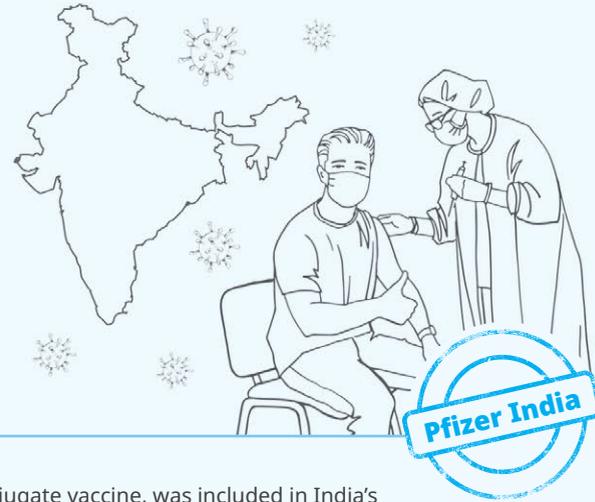
Delivering breakthrough scientific advancements to patients worldwide depends on the success of Pfizer's industry-leading supply chain and ability to solve logistical challenges quickly and safely. When Pfizer's Global Supply site in Puurs, Belgium, began preparing for COVID-19 vaccine production, we immediately invested in infrastructure to improve existing production facilities and add new production lines. Since then, our site colleagues at Puurs and in other manufacturing sites have been moving "at the speed of science," to produce the vaccine.

Throughout 2021, Pfizer will continue collaborating with governments and non-governmental organizations to help them vaccinate as many people around the world as possible, as quickly as possible.



Breakthroughs for our patients in India

Breakthroughs aren't just scientific, or research based. Breakthroughs are about ensuring medicines and treatments reach those who need them the most; they are about technology; they are about making people aware; above all they are about patients!



Pfizer's Prevenar 13, a pneumococcal conjugate vaccine, was included in India's National Immunization Program to immunize infants against pneumococcal disease in 2010.



20 million babies immunized through GAVI, till date



~60 million doses supplied to India through GAVI support, till date



Supply to 5 states

We launched a unique incubation accelerator program with the **Foundation for Innovation and Technology Transfer (FITT)** at IIT Delhi. It aimed to support, promote and reward healthcare innovations made in India.



Started in **2015**

Supported **34 innovators**

9 Startups incubated

25 IP filings supported

3 innovations set to launch commercially



Leveraged digital and social media to launch at least **20 unique campaigns** across therapies majorly focused on spreading awareness about diseases, prevention and possible treatment options.



Pfizer's Facebook page All About Arthritis is India's largest online patient community for Rheumatic Diseases with over **100K members**.

Introduced a unique smartphone game that acts as a refresher on infection control best practices for nursing staff and junior doctors. With over **4000+ participants** from across hospital sizes/types in India, this initiative replaces the model of standard seminars for disseminating information.

With an aim to reach Beyond a Million adults and elderly consumers, we partnered with an online pharmacy to spread awareness about prevention from pneumococcal disease. The 3-month campaign reached **2.4 million** unique adult and elderly consumers of which 760 interested consumers considered e-consultation and vaccination counseling.

Impacted over **500 million** people, **420k** healthcare professionals online.

Helping address India's AMR challenge:

Over the years, Pfizer has developed a legacy of leadership in anti-infectives, bringing to market advanced antimicrobials to tackle some of the most difficult diseases that impact public health. As we strive to bring newer, more effective antibiotics and antifungals to treat infections, we also lead the fight against anti-microbial resistance (AMR), a phenomenon that is making today's antimicrobials less effective in treating rapidly evolving pathogens.



Face-to-face and online **Anti-Microbial Stewardship (AMS)** programs with the Indian Council of Medical Research and other NGO partners.

Support **Infectious Disease (ID)** Fellowships to train specialists to encourage appropriate infection management.

ATLAS (Antimicrobial Testing Leadership and Surveillance) is a global, fully searchable database with antibacterial and antifungal surveillance data.

Project Parivartan focuses on helping develop a model for **"Institutional Capacity Building"** to deliver facility-based IPC and AMS among small and mid-size hospitals across India.

Educate and support for appropriate diagnosis of multi-drug resistant infections.

Project 'Pfizer Orbit: The AMS Revolution': To reduce AMR with sustainable AMS Programs with a tiered approach adapting to the unmet needs of hospitals.

Introduced a unique approach to compliance.



Our **robust compliance governance program** is based on a very methodical 'Quality Management' approach to cover all elements of compliance.



Implemented various effective tools with **enhanced use of data analytics and AI** for compliance monitoring which has led to more effective and early stage assessment.



Simplified compliance and business processes and system that address local legal requirements while leveraging best practices followed in other markets and industries.



COMPATHON—a virtual Compliance marathon from Mumbai to New York where Compliance Champions compete not only on physical step count and health activities, but on Compliance metrics and projects as well. Thus, helping inculcate Joy into compliance learning.

Breakthroughs for our people



Our colleagues are the powerhouse of our growth and the force behind the Breakthroughs that we deliver to our customers and patients. Our values of Courage, Equity, Excellence and Joy are the cornerstones of our Purpose and inspire us to bring our best selves to pursue innovations for a Healthier and Happier tomorrow.

#BeTheBreakthrough

We strive to offer a workplace culture that supports every colleague to be seen, heard and cared for.

#BeTheBreakthrough—our **Employee Value Proposition** campaign has been a collaborative effort by our colleagues to share with us their pride about their association with Pfizer. 115 colleagues across commercial, global supply and science and medicine participated in the campaign through the medium of multiple leadership interviews, focused group discussions and workshops. Irrespective of the location, function or level, the common theme that emerged from these discussions was a resounding belief that **Right to Good Health** is what brings us and binds us together.



We strive to Unleash the Power of our People empowering them to be Bold and Courageous to achieve Breakthrough goals that serve to make the world a Healthier and Happier place.

Shilpi Singh
Director, Human Resources



Pfizer has always been the flag bearer of innovation. Over the years, through my journey in Pfizer, I have witnessed colleagues strive to venture into the unknown, discover new digital solutions and provide innovative care to our patients. I am thrilled to have played a part in preparing Pfizer for its journey into the future.



Madhusoodanan V
Regional Business Manager, Internal Medicine



At Pfizer, we are unafraid to experiment and innovate in order to deliver our science to the patients who need it the most. For me, the most fulfilling part of my work has been to bring innovative anti-infective assets to thousands of patients in India who are struggling with limited treatment options due to antimicrobial resistance. This purpose to battle against AMR drives our work at the new Pfizer everyday and fills us with a sense of pride and joy at being able to save more and more patient lives.

Sudeshna Mitra
Country Brand Lead, Hospitals



Pfizer is a Great Place to Work



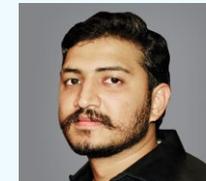
This year was our maiden attempt to benchmark and certify our people practices and endorse our employer brand as a **Great to Place to Work** (GPTW) through the Great Place to Work Institute.

As a part of the evaluation process, GPTW Institute shared an online, anonymous survey with a random sample group of our colleagues across the country. 75% of this chosen cohort participated in the survey and shared their feedback and perspectives across five dimensions – **Credibility of management, Respect for People, Fairness at the Workplace, Pride and Camaraderie between People.**

Earning the certification in our very first attempt reflects the **High Trust, High-Performance Culture** that we have been building over the years. We are really proud of achieving this milestone.



Employees here have the ability and flexibility to scale innovative ideas and have an opportunity to demonstrate their skills. At Pfizer, we have an environment conducive to incubating good ideas Today that could transform our Tomorrow. Many successful initiatives would never see the light of day, if not for the #courageous outlook of India's leadership to experiment bold moves and fail-fast as necessary. That makes me #PfizerProud and Pfizer a Great Place to Work!



Raunaq Vijayakar
Manager, Multi-Channel Marketing



Encouraging open thoughts & open dialogues

The vibrancy of our workplace is a result of the camaraderie that is shared by our colleagues. With the objective of productivity and joy in mind, we have created a workspace which is admired and cherished not just by our colleagues but also by our external partners and prospective candidates. Colleagues love the unique mix of quiet zones that enable focused thinking to game zones and active collaboration areas where we witness many euphoric moments as a team. Our innovative, new age digital mediums also keep our large and distributed Field workforce connected with each other as well their leaders across the country.



Breakthrough benefits

Our **Breakthrough Benefits** approach recognizes and values the diversity of our workforce that is inter-generational with diverse backgrounds and needs. Through a flexible and a customized approach, we strive to make **Moments that Matter** memorable for our colleagues and their families.

Our focus is on building a gender balanced workplace and to aid that, it is crucial for us to enable both men and women to strike a balance of responsibilities at home as well. To that end, we have revised our Paternity and Adoption leave benefits this year giving the opportunity to our male colleagues to embrace their roles as new parents and support their partners through a crucial phase in their lives.

Our promise to create a healthier world

Our **Pfizer Healthy Living program** offers a multitude of offerings focused on the holistic physical and mental wellbeing of colleagues – the programme offers a rich bouquet of services from online physical fitness platforms to employee assistance programmes in the form of counselling and telehealth services.

The corporate Immunity Quotient (cIQ) under employee wellness initiatives is yet another unique programme that drives the focus of working professionals and their families on preventive health. Through the medium of a holistic **Pfizer Immunization Programme** we have enabled our colleagues to protect

themselves and their families against flu and pneumococcal diseases proactively. These wellness initiatives have encouraged colleagues to prioritise their health and wellbeing and enabled leaders to support each individual on their teams through the different phases at work and personal lives.



Standing by our people during COVID-19

Since the outbreak of the pandemic in India, we prioritized colleagues and their families' safety and wellbeing above everything else. Our ability to stay engaged and productive as we transitioned into **a full virtual work environment** over a prolonged period of time has received much adulation from our colleagues. We have been mindful of the fact, that when we are in the office or in the field we are on the same plane, however working from home pose different challenges for different colleagues. With this in mind we have **kept all channels of feedback open** and have **keenly listened and learned** from our colleagues remote working experiences.

In terms of lending support to battle with COVID itself, our goal has been to ensure that we extend expedited support to our colleagues and their families from infection to recovery by facilitating **accelerated COVID testing, comprehensive home isolation support, 24*7 telehealth support, access to specialist doctors** and also **time off to recuperate** and attend to personal priorities.



Our **colleague COVID Task Force** sees the participation of nearly 230 colleagues who have come forward to support colleagues for **emergency hospital admissions and access to critical medicines, diagnostics, and consultation.**

This taskforce has seen multiple touchpoints till date and also been a big support to the families of Pfizer colleagues outside of India. These have been our COVID warriors going above and beyond to standby for Pfizer and their colleagues. We express our heartfelt gratitude to them for their selfless support.



Breakthroughs for our societies

Our Corporate Social Responsibility (CSR) initiatives reflect our strengths and capabilities in the healthcare industry. They are designed to ensure that our organization and our people make a stronger commitment to society, so that together we can address India's healthcare challenges.

To keep up our efforts, we bring about breakthrough initiatives that are aligned to our priorities and that leave a lasting impact on the people of India.

Support national healthcare priorities and programs	Support healthcare innovations in India	Disease awareness and access to healthcare	Health, sanitation & community development via volunteering	Participate in disaster relief activities
<p>Antimicrobial stewardship and awareness generation programme with the Indian Council of Medical Research</p>	<p>The Pfizer IIT Delhi Innovation and IP Program</p>	<p>Cancer Care program with Tata Trusts</p>	<p>Village transformation project based on a 360° approach to transform lives of the 5000 people living in 13 hamlets of Kualale gram panchayat at Jawhar, Maharashtra</p>	<p>Supporting India's COVID-19 relief efforts</p>
<p>Project Parivartan to help develop a model for "Institutional Capacity Building" to deliver facility-based IPC and AMS among small and mid-size hospitals</p>	<p>The Innovation project 2.0 provides advanced holistic support to Health Tech Innovations focused on Oncology & Digital Health</p>	<p>Project Aasthaa-Setting up Physical helpdesks across 11 major cancer hospitals with high patient footfall</p>		
<p>Online Learning Platform on antibiotic resistance for nursing staff, paramedical staff and healthcare workers</p>				

Putting the 'care' in Cancer Care

India bears a significant burden of cancer. In fact, a report by the WHO states that 1 in every 10 Indians will develop cancer in their lifetime. This, with limited health system infrastructure, scarcity of oncology specialists and patients' inability to afford treatment add to the problem.



Pfizer Tata Trusts Cancer Care Project

We launched the Pfizer Cancer Care initiative in partnership with the Tata Trusts' special purpose vehicle - Alamelu Charitable Foundation. The project aims to serve as a one-stop information and support program for patients and families at key cancer facilities supported by Tata Trusts.

The program completed a year of operation providing the following services:

<p>Health and Wellness Service Kiosks in Ranchi, Diphu, Silchar and Tirupati provide counselling services and awareness on reducing the risk of cancer and other lifestyle-related disorders; counselling sessions for smoking cessation; screening for oral, cervical and breast cancer; and general physician examinations.</p> <p>5,000 beneficiaries screened till date.</p> <p>200 patients were referred to the respective cancer hospitals</p>	<p>Community outreach and early detection camps for non-communicable diseases in the catchment population</p> <p>297 GPs trained online in cancer screening & palliative care</p> <p>3,500 ASHA, Anganwadi workers mapped and trained</p> <p>Around 22,000 beneficiaries sensitized</p> <p>Around 300 OBCs cases referred</p>	<p>Virtual patient helpdesks complemented by an on-site patient navigator in the OPD and day care centers in Ranchi, Diphu, Silchar and Tirupati.</p> <p>Around 46,000 calls received from patients seeking psycho-social support, financial counseling, navigation and appointment</p> <p>Patient referral and tracking platform to track and capture demographic and screening related information to ensure timely treatment.</p>
--	--	---



Pfizer and the Tata Trusts Cancer Care Program have successfully completed a year of partnership, impacting over 1,00,000 beneficiaries through various interventions like the opportunistic screening health and wellness kiosks, community outreach through awareness and screening camps, capacity building of medical practitioners and frontline healthcare workers, virtual patient helpdesks as well as through a patient referral platform.

Dr. Sanjiv Chopra

Chief Executive, Cancer Care Program Tata Trusts

Project Aasthaa

Pfizer has partnered with NGO Doctors for You to launch Project Aasthaa physical helpdesks at 10 high burden cancer hospitals across India. The aim of the initiative is to improve the treatment experience for cancer patients throughout their journey by handholding them and their caregivers through the diagnosis, treatment and rehabilitation phases.

Equipped with a fully staffed dedicated and trained team comprising of Nursing orderly, ANM, Data entry officer, and supervisors, the helpdesk supports by:

- Following up with the patient for their next hospital visit
- Helping apply for financial support to trusts, society and individual donors
- Providing emotional support to the patient and their family
- Linking patient with various government schemes

Responding to the COVID-19 crisis in India

Creating breakthroughs is in our DNA and we went back to our roots during the time of COVID. When the world, and India, was battling its worst healthcare crisis, we turned internal, we innovated, and we came up with ways to stand by our colleagues and partners.



Uninterrupted supply of essential medicines

- Even as the entire industrial eco-system hit a standstill on the back of COVID-induced lockdowns, when there was very little awareness and availability of tools people needed to protect themselves from COVID, when infrastructure was stretched and a general state of confusion was rampant, we hardly saw medicines going out of stock.
- Our manufacturing units continued to put out essential drugs taking due precautions to keep workers and employees safe.
- We came up with an innovative supply chain solutions to ensure our medicines reached the patients when and where they needed them. We mobilized critical medicines from different manufacturing sites across

the globe and transferred medicines from other markets to India for meeting patient needs. A task force was formed comprising of Sales and Supply Chain teams to ensure we stay tuned and react to the dynamic situation across each state. Transport model for last mile delivery was changed from a centralized to a de-centralized model to make it more agile, special arrangements were made with charter flight operators for imported products, alternate airport options were computed, milk-run services for certain products were activated and collaborations were made with the industry peers together to safeguard unremitting supply of medicines to our patients.



Stood by our partners

During a time of fear and contagion, Pfizer ensured that employees, our Stockists and Carrying & Forwarding Agents (CFAs) who selflessly dedicate their services as a shining example of the nobility of the profession of healthcare, are protected in case of any unfortunate COVID-19 related situation.

We partnered with a leading Insurance and risk management service firm to provide Stockists and their

employees a special complimentary COVID Insurance Cover to take care of COVID treatment costs for a period of one year.

This has benefitted approximately 18,000 employees of our stockists, CFAs across the country.

Additionally, we provided working capital support to stockists while showcasing the highest levels of corporate governance and internal financial controls.



Supporting the community during COVID times

Pfizer has always been committed to deploying resources in times of crisis. And COVID-19 pandemic is a crisis like never before. Since the outbreak of the pandemic, Pfizer has supported the Central and State Government efforts through supply of critical and life-saving equipments, beds for isolation and with high dependency units, necessary medicines and personal protective material to healthcare workers across the country.

Pfizer Inc's biggest humanitarian relief effort



Pfizer Inc mobilized one of its biggest humanitarian relief efforts to any country, historically by donating medicines worth \$70 million (INR 510 crore) that were identified as part of India's COVID treatment protocol. This included steroid medications to reduce inflammation, anticoagulants to help prevent blood clotting and antibiotics that treat secondary bacterial infections.



4,00,000 Protective masks
for healthcare workers

Equipment support for Maharashtra govt's COVID care facility in Dharavi, Mumbai



Equipment support for 75-bed Mumbai Police's COVID care facility



5 high-quality Ventilators to Government of Maharashtra



Supporting 400 beds at the Yamuna COVID Centre in New Delhi

Pfizer partnered with the NGO Doctors For You to help create Oxygen Bed capacity at Delhi's Yamuna COVID Care Centre. With a grant of INR 4.50 crore from Pfizer, Doctors For You has procured and deployed 400 high-quality beds with oxygen support and other medically-necessary equipment including high quality ventilators, oxygen cylinders, oxygen concentrators, laboratory equipment, consumables and services of medical and paramedical staff services to maintain the operations at the facility. 10% of these beds have been set up to specifically meet the requirements of COVID-19 pediatric patients.

The Yamuna COVID care facility primarily caters to mild and moderate cases, more broadly meeting the needs of lower income patients, migrant laborers, pediatric patients and others.



Supporting a 30-bed ICU facility in BKC, Mumbai

Pfizer Inc. Foundation has also provided a fund of \$500,000 (approximately INR 3.67 Crore) to Americares India Foundation to potentially support a 30-Bed ICU facility at the BKC Jumbo COVID Centre, in Mumbai, by mobilising critical equipment needed to make the ICU operational. These include more than 350 units of 40 different types of high value equipment such as ventilators, CNS monitors, patient monitors, syringe pumps and much more.



Donation of RTPCR testing kits in Goa

With increased number of COVID-19 cases in Goa, there was an increased need of testing at the right time. Pfizer donated 300 high-quality RTPCR kits to an NGO partner to be used for testing communities in Verna Industrial Area in Goa.



Message from the Managing Director

Dear Shareholders,

The year 2020-21 has been nothing short of a roller coaster ride for each of us. At one moment, we are spiraling towards the ground at uncontrollable speed owing to the challenges posed by the pandemic, and soon after, we are making a steady climb upwards, propelled by our resilience to never back down in the face of adversity. Over the past year, with every incumbent wave, we have outmaneuvered the pandemic. We have progressed on making India

safe on the back of the robust healthcare interventions put in place by the Government, private institutions, pharmaceutical companies, healthcare professionals and other frontline warriors. I urge you all to join me in applauding my peers in the Industry, Government officials, healthcare practitioners, trade partners, Municipal authorities and frontline warriors for their unparalleled commitment to saving lives and gearing our country towards a healthier and happier future.

With at least 13 different vaccines being administered globally¹ against COVID-19 what better time than now to realize the importance of SCIENCE. Undoubtedly, developing and delivering the world's first COVID-19 vaccine is one of Pfizer's biggest stories today, but we have a history of breakthroughs that have impacted lives of millions and billions of people world over. Today, we celebrate each of those breakthroughs!

More recently, while the world grappled with the repercussions of the pandemic, we continued to work towards accomplishing our purpose—**Breakthroughs that Change Patients' Lives** and implemented various innovations to make sure that despite lockdowns and travel restrictions, our medicines and vaccines reached over 240 million patients across India. We accelerated launches of life-saving products, initiated our digital transformation journey, and contributed to India's COVID-19 relief efforts. However, as has been our belief since day one 71 years ago, our journey to impact patients' lives has only just begun and there's much more that we wish to achieve to make a difference in the lives of patients and communities alike.

On the business front, while the industry grew at 4.3%, your Company delivered 6.4% growth for the year (IQVIA MAT Mar 21). Our flagship brands, such as Becosules, Mucaïne, Corex, Gelusil, Eliquis, and Zavicefta, showed strong performance throughout the year. To further accelerate our growth, we have proactively taken several steps towards our product portfolio, resource allocation and go-to-market strategies that are expected to yield positive results in the coming years.

A new, innovative Pfizer

As we turned the leaf to 2021, Pfizer Inc. launched a new corporate brand identity. This transformation was our way of expressing Pfizer's renewed focus on science and patients, a charter that is the blueprint of our growth in the future. Our dynamic new logo, birthed from the new identity, is a symbol of scientific innovation. To craft this new logo, we unlocked the pill form to reveal the core of what we do - the DNA helix - the code and engine of human potential.

Every successful emblem captures its company's DNA - embracing its history while leaning into its future. Pfizer's new corporate brand identity is a digital-first expression of its commitment to the transformative power of science. It's a dynamic reflection of our purpose. And it's a clear signal that the new Pfizer is about daring more courageously, inquiring more deeply, and advocating more passionately to make what was once unimaginable - reality.

Tackling the COVID crisis

2020-21 seemed to be the year of COVID-19, but we made it a year of excellence and empathy. Our manufacturing units continued to churn essential medicines, and our colleagues at these locations braved all odds to fulfill their commitment to protecting people's lives. Our Supply Chain colleagues collaborated with equally dedicated partners from within the industry and beyond to ensure that our medicines reached hospitals, clinics, and pharmacies. Our actions were driven by the belief embedded in our hearts and minds that everyone has the right to good health.

Our organisation is centered around people and their health needs. Hence, caring for the community has been an integral part of our way of doing business. Since the first wave hit our shores, we have rolled up our sleeves and supported the Government in shouldering the responsibility of making India safe again. From donating masks, ventilators, medical equipment, essential drugs, RT-PCR test kits and much more to those in need, to helping make 400 beds operational equipped with Oxygen cylinders for COVID patients being treated at the Yamuna COVID Centre in Delhi. Our Global counterparts too extended a helping hand to pull India out of suffering through one of the most enormous humanitarian relief efforts amassed by our organisation ever, in any country. I have always been mesmerised by the capabilities that humankind possesses - our ability to come together behind a cause and see to it that it achieves success. The pandemic reminded me of this ability of ours again. While it showed us the worst of nature, we witnessed the best of humanity.

Building our human capital

While there is a circle of life that exists - one that hangs in a delicate balance to ensure that all living beings thrive,

there's a similar harmony that orchestrates between organisations and colleagues. To maintain this harmony, provide a brighter future for Pfizer and an excellent quality of life for our colleagues, we have always focused on attracting the right talent and equipping them with the right tools to succeed. Over the past year, we have focused on making your Company as diverse as the patients and communities we serve. To this end, in addition to onboarding talent from diverse backgrounds, we have relooked at our policies to ensure an outstanding work-life balance, provide adequate support to colleagues, and make moments that matter to them more memorable.

All this and more has led to Pfizer being certified as a **Great Place to Work®** by the Great Place to work Institute. This certification is the 'Gold Standard' that organisations around the globe aspire to achieve, to enhance and endorse their employer brand. It reflects our High Trust, High-Performance Culture that each of our colleague has been instrumental in building.

Leveraging digital

Our field colleagues mastered digital platforms to continue their relationships with healthcare professionals; we launched innovative platforms and engagement activities to meet patients' needs. We also transformed many of our internal systems to make them agile and go hand-in-glove with the requirements of our trade partners and meet the demands of the digital age. Today, and in the years to come, our commitment to science and patients will be fulfilled by the coming together of the genius of our colleagues and the brilliance of the latest developments in technology.

We, at Pfizer, have always loved a challenge, especially if it results in a better life for our patients. The year 2020-21 has witnessed our efforts to achieve just that and make the impossible, possible. Continuing with the same momentum on our journey, we wish to make more therapies accessible to patients and physicians across India. While we play our parts to the best of our abilities, to all pharma industry members, I request you to rally behind our collective aim and make a difference in people's lives. Let us all collaborate, discuss innovative ideas, and make India stand out with its achievements in healthcare. To our shareholders, I thank you for your belief in Pfizer and what it stands for.

Warm Regards

S. Sridhar





Pfizer
at a
glance

Pfizer Limited



INR 2,190 crore
in revenue



2,358
employees



3rd largest multinational pharmaceutical
company in India



150 products across
15 therapeutic areas



10 industry
leading brands



INR 1,510 Crore
through dividends



1 state-of-the-art award-winning manufacturing facility in Goa;
produces **>4 billion** tablets annually



(All data above is as per year ended
March 31, 2021)

Corporate Profile

REGISTERED OFFICE PFIZER LIMITED

The Capital, 1802 / 1901, Plot No. C-70, G Block,
Bandra Kurla Complex, Bandra (E), Mumbai – 400 051.
Tel: +91 22 6693 2000
Fax: +91 22 2654 0274
Website: www.pfizerindia.com
E-mail ID: contactus.india@pfizer.com
CIN: L24231MH1950PLC008311

REGISTRAR AND SHARE TRANSFER AGENT

KFIN TECHNOLOGIES PRIVATE LIMITED (formerly Karvy Fintech Private Limited)
UNIT: PFIZER LIMITED Karvy Selenium Tower B, Plot No 31 & 32,
Gachibowli, Financial District, Nanakramguda, Serilingampally, Hyderabad,
Telangana – 500032.
Tel: +91 40 6716 2222 | Fax: +91 40 2300 1153
Toll Free No: 1800-309-4001
E-Mail ID: einward.ris@kfintech.com

SOLICITORS AND ADVOCATES

Crawford Bayley & CO.
Veritas Legal

BANKERS

JP Morgan Chase Bank N.A
Deutsche Bank AG
Citibank NA
ICICI Bank
State Bank of India

COMPANY SECRETARY

Prajeet Nair

STATUTORY AUDITOR

Walker Chandio & CO. LLP

COST AUDITOR

RA & CO.

SECRETARIAL AUDITOR

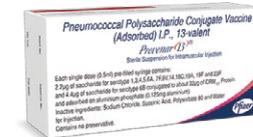
Saraf & Associates

Our portfolio



Innovative

Prevenar



4,05,781 children, 1,81,902 adults vaccinated

Zinforo



12,50,500 patients were treated with anti-infectives

Enbrel



4,189 patients were treated for inflammatory disease

Eliquis



1,63,405 patients were treated for Atrial Fibrillation

Nutrition and immunity range

Becosules Group



5,85,58,508 patients benefited from our nutrition/immunity range

Autrin



48,96,638 women benefitted from our maternal nutrition range

Pain range



Dolonex Rapid



Dolonex DT



1,08,24,966 patients were treated for Pain

Contraceptives

Doris



Loette



28,81,178 women used our contraceptives

Respiratory range

Corex range



Wysolone



9,39,63,035 patients benefited from our respiratory range

Gastro Intestinal range

Gelusil



Mucaine



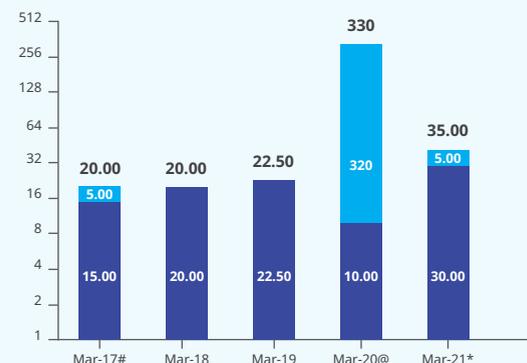
Neksium



3,70,25,331 people benefited from our Gastro Intestinal range

Key performance highlights

Dividend Per Share (₹)

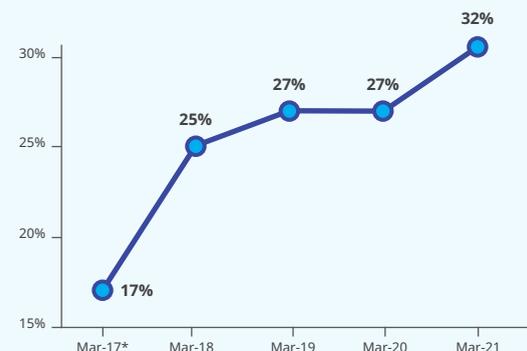


Includes special dividend of ₹ 5/- per share
@ Includes special dividend of ₹ 320/- per share
* Includes special dividend of ₹ 5/- per share

Net Revenue (₹ in Crore)



EBDITA



* EBDITA impacted by series of price reduction notifications announced by the Government during FY 2016-17

Market Capitalization (₹ in Crore)



Cash Generated from Operations (₹ in Crore)



Financial performance- 10 year highlights



₹ in Crore (except book value per share, EPS & DPS)

	Mar 2012	Mar 2013	Mar 2014	Mar 2015	Mar 2016	Mar 2017	Mar 2018	Mar 2019	Mar 2020	Mar 2021
Statement of Profit and Loss										
Net Sales	1,017	948	1,004	1,828	2,072	2,017	1,925	2,030	2,096	2,190
Other Income (including other operating income)	169	207	217	93	109	126	170	218	239	130
Total expenditure	908	871	882	1,602	1,720	1,757	1,547	1,589	1,693	1,651
Profit Before tax and exceptional items	278	280	340	318	461	386	548	660	642	669
Profit Before Taxation	278	694	340	238	470	517	548	660	642	669
Profit After Taxation ^^	185	503	221	100	305	337	360	429	509	498
Total dividend amount	37	97	1,074	57	69#	92#	92#	103#	1,510#	160#

Balance Sheet

	Mar 2012	Mar 2013	Mar 2014	Mar 2015	Mar 2016	Mar 2017	Mar 2018	Mar 2019	Mar 2020	Mar 2021
Fixed Assets	32	26	23	957	928	882	918	854	943	868
Cash and Bank balances	866	1,433	308	609	1,025	1,523	1,772	1,914	2,220	1,115
Net Deferred Tax (Net)	37	40	34	67	(28)	(18)	(15)	(2)	1	13
Net Other Assets	370	196	294	340	239	32	8	245	232	397
Share Capital	30	30	30	46	46	46	46	46	46	46
Reserves and Surplus	1,275	1,665	629	1,927	2,118	2,373	2,637	2,965	3,350	2,347

Key Ratios

	Mar 2012	Mar 2013	Mar 2014	Mar 2015	Mar 2016	Mar 2017	Mar 2018	Mar 2019	Mar 2020	Mar 2021
Profit before tax margin	23%	60%	28%	12%	22%	24%	26%	29%	28%	29%
Book value per share	437	568	221	431	473	529	587	658	742	523
Return on Net Worth	14%	30%	34%	5%	14%	14%	13%	14%	15%	21%
Earnings Per Share (EPS)	61.87	168.63	74.01	15.26	66.66	73.61	78.70	93.78	111.28	108.77
Dividend Per Share (DPS)	12.50	32.50	360.00	12.50	15.00 ¹	20.00 ¹	20.00 ¹	22.50 ¹	330.00 ¹	35.00 ¹

@ Includes gain on sale of the animal health business and sale of investment in the subsidiary.

\$ Includes results of erstwhile Wyeth Limited on its amalgamation with the Company.

^^ Profit for FY 2014-15 excludes Impact of Scheme of Amalgamation (₹ 31 crore)

** Includes profit on sale of four brands and office premises

Dividend recommended / declared by Board of Directors for respective financial years

* The Company has transitioned from Previous GAAP to Ind AS effective April 1, 2015

Profits are calculated on total income



Board of Directors



Mr. R. A. Shah
Independent Director (Chairman)

Mr. R. A. Shah is a leading Solicitor and a Senior Partner of M/s. Crawford Bayley & Co., a firm of Advocates & Solicitors. He specializes in a broad spectrum of corporate laws, with special focus on Foreign Investments, Joint Ventures, Technology and License Agreements, Intellectual Property Rights, Mergers and Acquisitions, Industrial Licensing, and Anti-Trust Laws, Company Law and Taxation. Mr. Shah was first appointed on the Board on November 9, 1965.

S. Sridhar
Managing Director

Mr. S. Sridhar is a Chartered Accountant by profession with three decades of experience. He has led a number of strategic initiatives, global brand launches and business restructuring that have significantly expanded the Company's business footprint in the country. Mr. Sridhar joined the Company as the Chief Financial Officer in 2008, then held the position of Business Unit and Distribution Head before being appointed Managing Director in 2016. Prior to joining the Company, he held the position of Finance Director of Diageo India Private Limited. Mr. Sridhar was first appointed to the Board on May 14, 2013.



Mr. Pradip Shah
Independent Director

Mr. Pradip Shah holds an MBA from the Harvard Business School. He is also a Chartered Accountant and a Cost Accountant and ranked first in India in the Chartered Accountancy examination. Mr. Shah is the ex-Managing Director of CRISIL, India's first and the largest credit rating agency. Mr. Shah has assisted in founding the Housing Development Finance Corporation (HDFC) in 1977 and served as a consultant to USAID, the World Bank and the Asian Development Bank. Mr. Shah is presently the Chairman of IndAsia Fund Advisors Pvt. Ltd. He was first appointed to the Board on December 7, 1999.

Mr. Uday Khanna
Independent Director

Mr. Uday Khanna is a Chartered Accountant, with a distinguished career spanning close to four decades with Hindustan Lever/Unilever and Lafarge India and has handled a variety of roles in finance, commercial and general management. Mr. Khanna was the Chairman of Lafarge India Private Limited. Mr. Khanna was the President of the Indo-French Chamber of Commerce & Industry in 2008 and 2009 and was the President of the Bombay Chamber of Commerce & Industry in 2012 and 2013. Mr. Khanna was first appointed to the Board on May 21, 2012.



Mr. Sunil Lalbhai
Independent Director

Mr. Sunil S. Lalbhai, holds MS degree in Chemistry from the University of Massachusetts and MS degree in Economic Policy and Planning from Northeastern University. Mr. Lalbhai has expertise and wide experience in the Management field. He is presently the Chairman and Managing Director of Atul Limited, a diversified chemical company. Mr. Lalbhai was also on the Board of Wyeth Limited since 2002 till its amalgamation with Pfizer Limited. Mr. Lalbhai was first appointed to the Board on February 14, 2015.

Leadership Team

Anil Pattanshetty,
Director,
Inflammation
& Immunology

Aninda Shome,
Director, Supply Chain

Arvind Jain,
Director, Vaccines

Deepak Rakheja,
Senior Director,
Biopharma
Operations Group

**Krishamoorthy
Sundaresan,**
Senior Director,
Hospitals &
Key Account
Management

Manish Paliwal,
Director,
Regulatory Affairs

Milind Patil,
Executive Director,
Finance & CFO

Navin Singhania,
Director,
Business Technology

Samir Kazi,
Executive Director,
Legal

Sandeep Seth,
Director, Compliance

Satyen Amin,
Director,
Market Access

Sharad Goswami,
Senior Director,
Public Affairs

Shilpi Singh,
Director, Human
Resources

Shourov Mukherjee,
Senior Director,
Internal Medicine

Dr. Sonali Dighe,
Senior Director,
Medical Affairs

V. C. Iyer,
Senior Director,
Procurement

S. Sridhar,
Managing
Director

Ms. Meena Ganesh
Independent Director

Ms. Meena Ganesh is a PGDM holder from IIM Calcutta and has a graduate degree in Physics from the Madras University. In 2011, she was conferred the 'Distinguished Alumnus' award by IIM Calcutta. Ms. Ganesh is one of India's foremost business leaders and most successful entrepreneurs with nearly three decades of experience in industries including healthcare, consulting, technology, outsourcing, education and e-commerce. Ms. Ganesh is the MD and CEO of Portea Medical, which she co-founded in July 2013. She was appointed to the Board on March 8, 2019.



Mr. Milind Patil
Executive Director – Finance & CFO

Mr. Milind Patil joined Pfizer Limited on August 16, 2018 as the Chief Financial Officer with over two decades of experience predominantly in the pharmaceutical industry. A graduate of Commerce and a Fellow Member of the Institute of Chartered Accountants of India, Mr. Patil has completed Financial Excellence, Financial Leadership and Advance Leadership Programs from Harvard Business School, USA. Prior to the current role, Mr. Patil was the CFO for Middle East North Africa region for Novartis based out of Dubai. Mr. Patil was appointed to the Board on November 14, 2018.

Samir Kazi
Executive Director - Legal

Mr. Samir Kazi is a lawyer with over 20 years of rich experience in the field of legal affairs. Having earned his Bachelor of Law degree from the University of Mumbai, he started his career with an illustrious law firm, Mulla & Mulla & Craigie Blunt & Caroe. Thereafter, Mr. Kazi was a Legal advisor to the Hinduja Group India Limited, before associating with Pfizer Limited in 2007. Here, he is responsible for providing quality legal advice on matters relating to industrial bodies, governance, compliance and M&A, establishment of strategic alliances and partnerships. Mr. Kazi was appointed to the Board on February 14, 2020.



Mr. Prajeet Nair
Company Secretary

Mr. Prajeet Nair heads the Corporate Secretarial functions of Pfizer. He has about 25 years of experience and expertise in handling Corporate Secretarial matters and compliances under securities exchange and corporate laws. He is a Member of the Institute of Company Secretaries of India and holds a Bachelor of Law degree. Mr. Nair has an extensive experience in mergers and acquisitions having handled multiple the amalgamations for Pfizer Limited. Mr. Prajeet Nair has about 15 years of experience in handling drug price control matters and currently oversees the regulatory aspects of Pricing Function.

Statutory report and financial statements



Notice

NOTICE is hereby given that the 70th Annual General Meeting of the Members of Pfizer Limited will be held on **Thursday, August 19, 2021 at 3.00 p.m. IST through Video Conferencing ('VC') / Other Audio-Visual Means ('OAVM')** to transact the following business:

ORDINARY BUSINESS:

Item No. 1 – Adoption of the Audited Financial Statement.
To receive, consider and adopt the Audited Financial Statement of the Company for the financial year ended March 31, 2021, including the Reports of the Board of Directors and Auditors thereon.

Item No. 2 – Declaration of Dividend.

To declare a dividend of ₹35/- (350%) per equity share for the financial year ended March 31, 2021.

Item No. 3 – Appointment of Mr. Samir Kazi (DIN: 07184083) as a Director liable to retire by rotation.

To consider appointment of a Director in place of Mr. Samir Kazi (DIN: 07184083), who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS:

Item No 4 - To consider re-appointment of Mr. S. Sridhar (DIN: 05162648) as the Managing Director of the Company effective March 18, 2021.

To consider the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Sections 196 and 197 and other applicable provisions, if any, of the Companies Act, 2013 ("Act") read with the Rules framed thereunder, Schedule V to the Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), consent of the Company be and is hereby accorded to the re-appointment of Mr. S. Sridhar (DIN: 05162648) as the Managing Director of the Company for a period of 5 (five) years with effect from March 18, 2021 and to his receiving remuneration, payments, perquisites, benefits and amenities as given below:

A. Salary, Fixed Allowances and Bonus/Performance Linked Incentives:

The aggregate of Salary, Fixed Allowances and Bonus / Performance Linked Incentives payable to Mr. S. Sridhar shall be subject to a maximum limit of ₹8,00,00,000/- (Rupees Eight Crore only) per annum.

B. Other Perquisites, Benefits and Amenities:

In addition to the above mentioned Salary, Fixed Allowances and Bonus / Performance Linked Incentives, Mr. S. Sridhar shall be entitled to the following perquisites, benefits and amenities:

(a) Car Allowance:

Mr. S. Sridhar shall be entitled to a Company maintained car as per the rules of the Company.

(b) Communication Expenses:

Mr. S. Sridhar shall be entitled to reimbursement of expenses incurred towards phone and other communication and/or internet connectivity facilities, as per the rules of the Company.

(c) Medical Expenses:

Mr. S. Sridhar shall be entitled to reimbursement of hospitalization expenses incurred for him and his family as per the rules of the Company.

(d) Personal Accident Insurance and Group Term Insurance Coverage:

Mr. S. Sridhar shall be entitled to Personal Accident Insurance and Group Term Insurance Coverage as per the rules of the Company.

(e) Provident Fund:

Mr. S. Sridhar shall be entitled to contribution to the Company's Provident Fund Scheme, in accordance with the rules of the Scheme.

(f) Gratuity:

Mr. S. Sridhar shall be entitled to contribution to Gratuity Fund as per the rules of the Company.

(g) Club Membership:

Mr. S. Sridhar shall be entitled to monthly/annual subscription fee for one club, as per the rules of the Company.

(h) Reimbursement of Expenses:

Mr. S. Sridhar shall be entitled to reimbursement of expenses incurred by him for the purpose of the business of the Company, as per the rules of the Company.

(i) Mr. S. Sridhar shall be entitled to such other benefits, amenities and perquisites as the Board of Directors of the Company may determine from time to time.

Provision of car for use of Company's business and telephone at place of residence will not be considered as perquisite. Personal use of Company's car will be considered as perquisite in accordance with the prevailing Income-Tax Rules, 1962, wherever applicable

The Company's contribution to provident fund, gratuity payable at the rate not exceeding half a month's salary for each completed year of service and encashment of leave at the end of tenure, as per the rules of the Company, shall not be included in the computation of the above ceiling of ₹8,00,00,000/- (Rupees Eight Crore only) per annum.

C. Minimum Remuneration:

Notwithstanding anything contained above, in the event in any financial year during Mr. S. Sridhar's tenure as the Managing Director, the Company has no profits or its profits are inadequate, the remuneration payable to Mr. Sridhar shall be subject to the provisions of Section 197 of the Companies Act, 2013, and the provisions of Section II of Part II of Schedule V to the Act or any other law or enactment for the time being in force.

RESOLVED FURTHER THAT the Board of Directors of the Company may, in its discretion, pay to Mr. S. Sridhar lower remuneration than the maximum remuneration hereinbefore stipulated and revise the same from time to time, within the maximum limit stipulated. The terms of remuneration payable to Mr. Sridhar shall be in compliance with the provisions of Sections 197 and 198 of the Act read with Schedule V to the Act.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all such acts, deeds, matters and things, as in its absolute discretion, may consider, necessary, expedient or desirable, in order to give effect to this Resolution."

Item No. 5 – To consider and ratify the remuneration payable to Messrs. RA & Co., Cost Accountants for the financial year ending March 31, 2022.

To consider the following resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013, read with the Companies (Audit and Auditors) Rules, 2014 and other rules, if any, made there under (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the remuneration of ₹13,25,000/- (Rupees Thirteen Lakhs Twenty Five Thousand only) plus applicable taxes and out-of-pocket expenses as approved by the Board of Directors of the Company, payable to Messrs. RA & Co., Cost Accountants, having Firm's Registration No. 000242 for conducting Cost Audit of the cost records maintained by the Company for manufacturing of pharmaceutical formulations for the financial year ending March 31, 2022, be and is hereby ratified."

By Order of the Board of Directors

Prajeet Nair

Company Secretary

Mumbai, May 26, 2021 Membership No.: ACS19267

Registered Office:
Pfizer Limited
The Capital, 1802 /1901, Plot No. C – 70, G Block,
Bandra Kurla Complex, Bandra (East),
Mumbai - 400 051.
Tel: +91 22 6693 2000, Fax: +91 22 2654 0274
Website: www.pfizerindia.com
E-mail ID: contactus.india@pfizer.com
CIN: L24231MH1950PLC008311

NOTES:

1. In view of the continuing COVID-19 pandemic, the Ministry of Corporate Affairs ("MCA") has vide its Circular dated January 13, 2021 read with Circulars dated April 8, 2020, April 13, 2020 and read with the SEBI Circulars dated May 12, 2020 and January 15, 2021 (the SEBI Circulars), May 5, 2020 (collectively referred to as "MCA Circulars") permitted holding of the Annual General Meeting ("AGM") through VC / OAVM, without physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ("Act"), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and MCA Circulars, this AGM of the Company is being held through VC / OAVM. The deemed venue for the AGM shall be the Registered Office of the Company.
2. A statement setting out material facts pursuant to Section 102 of the Act with respect to Item Nos. 4 and 5 of the Notice is annexed hereto.
3. The Register of Members and the Share Transfer Books of the Company will remain closed from Friday, August 13, 2021 to Thursday, August 19, 2021 (both days inclusive) for the purpose of payment of dividend.

The dividend for the financial year ended March 31, 2021, as recommended by the Board of Directors of the Company, if approved at the Annual General Meeting, will be paid to the Members on or before September 15, 2021 as under:

- i. To all Beneficial Owners in respect of shares in dematerialized form as per the data as may be made available by the National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL) as of the close of business hours on Thursday, August 12, 2021.
 - ii. To all Members in respect of shares held in physical form as per the Register of Members, as may be made available by the Company's Registrar and Share Transfer Agent, as of the close of business hours on Thursday, August 12, 2021.
4. As this AGM is being held through VC / OAVM pursuant to the applicable MCA Circulars, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for this AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice.

Further, since the AGM is being held through VC/ OAVM, the route map of the venue of the Meeting is also not annexed to this Notice.

5. Pursuant to Section 124 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit Transfer and Refund) Rules, 2016 and the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Amendment Rules, 2017 ("Rules") and other applicable provisions of the Act, if any, the Company had after sending due reminders to the requisite shareholders and publishing advertisement in the newspapers, credited the shares of the shareholders whose dividend has remained unclaimed for seven consecutive years to the Demat Account of the Investor Education and Protection Fund ("IEPF"). Details of the shares credited are as follows:

Particulars	Number of Shareholders	Number of Shares
Total shares in the MCA IEPF Account as on April 1, 2020	5,306	3,20,877
Details of shares transferred on December 31, 2020, with respect to the Dividend for the year ended March 31, 2013.	269	14,605
Details of shares transferred on February 19, 2021 with respect to the Interim Dividend for the year ended March 31, 2014.	208	11,911
Number of shares claimed and transferred to the shareholders from MCA IEPF Account during the year.	10	750
Total shares in the MCA IEPF Account as on March 31, 2021.	5,772	3,46,643

Voting rights on shares lying in the MCA IEPF account shall remain frozen till the rightful owner of such shares establishes his/her title of ownership to claim the shares. The details of shares so transferred are available on the Company's website under the Investor Relations Section at www.pfizerindia.com.

The concerned shareholders may note that, no claim shall lie against the Company in respect of unclaimed dividend amounts and shares credited to the Demat Account of IEPF. Pursuant to the provisions of

the Act and the Rules, the concerned shareholders can claim the shares along with the unclaimed dividend amount(s) which have been transferred to IEPF Account from the MCA. The procedure for claiming such dividend and/or shares is available on the website of the Company at www.pfizerindia.com and on the website of the Ministry of Corporate Affairs at www.mca.gov.in and www.iepf.gov.in.

The Members/claimants whose shares, unclaimed dividend, etc. have been transferred to the Fund may claim the shares by making an application to IEPF Authority in Form IEPF-5 (available on www.iepf.gov.in) along with requisite fee as decided by the Authority from time to time. The Member / claimant can file only one consolidated claim in a financial year as per the IEPF Rules and amendments thereto.

Further, please note that in accordance with the provisions of Sections 124 and 125 of the Act, the unclaimed dividend in respect of the financial year ended March 31, 2015, will be transferred to the IEPF on or before August 31, 2022. The Shareholders are requested to claim their unclaimed dividend for the Financial Year ended March 31, 2015 on or before July 31, 2022.

- In compliance with Sections 124 and 125 of the Act, the Company has transferred the unpaid and unclaimed dividends declared up to the financial year ended March 31, 2014 for Pfizer Limited and erstwhile Wyeth Limited from time to time to the IEPF established by the Central Government. The Company has uploaded the details of shareholders who have not claimed their dividend for the past seven years which is lying with the Company on its website, www.pfizerindia.com. For any clarification/assistance with respect to outstanding dividends for the succeeding years, the concerned shareholder(s) may contact the Company's Registrar and Transfer Agent:

KFin Technologies Private Limited
UNIT: PFIZER LIMITED
Selenium Tower B,
Plot No 31 & 32, Gachibowli Financial District,
Nanakramguda, Serilingampally, Hyderabad,
Telangana - 500032.
Contact person: Mr. Premkumar Nair - Manager
Tel: +91 40 6716 2222
TOLL FREE NO.: 1800-309-4001
E-mail ID: einward.ris@kfintech.com

Further, the Company has also uploaded on its website, the list of shareholders who have not claimed dividend(s) for the financial year ended March 31, 2020.

Members are requested to note that dividends that are not claimed or remain unpaid till seven years from the date of transfer to the Company's unpaid dividend account will be transferred to the IEPF. Further, equity shares in respect whereof dividend remains unclaimed/unpaid for seven consecutive years or more will be transferred to the demat account of the IEPF Authority as per Section 124 of the Act read with Rules notified thereunder, as may be amended from time to time.

- Pursuant to Schedule V and VI to the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, 15,172 unclaimed shares held by 514 shareholders were outstanding in the Company's Unclaimed Suspense Account as on March 31, 2021, details of which are as follows:

Particulars	Number of Shareholders	Number of Outstanding Shares
Aggregate number as at April 1, 2020.	656	19,996
Number of shares transferred from the Unclaimed Suspense Accounts to MCA IEPF Account during the year.	142	4,824
Number of shareholders who approached Company for transfer of shares from unclaimed suspense account during the year.	0	0
Number of shareholders to whom shares were transferred from the Unclaimed Suspense Account.	NA	NA
Aggregate number as at March 31, 2021.	514	15,172

Voting rights on shares lying in the Unclaimed Suspense Account shall remain frozen till the rightful owner of such shares establishes his/her title of ownership to claim the shares.

- The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every Member as part of their KYC. Members holding shares in electronic form are, accordingly, requested to submit their PAN to the

Depository Participants with whom they maintain their Demat accounts. Members holding shares in physical form are requested to submit their PAN to the Company's Registrar and Share Transfer Agent.

- Pursuant to SEBI Notification dated June 8, 2018, on Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) (Fourth Amendment) Regulations, 2018 and amendments thereof, Listed Companies and their Registrars and Transfer Agents (RTAs) have been advised to ensure that shares which are lodged for transfer are mandatorily in dematerialized form with effect from April 1, 2019.

Further, SEBI vide its Circulars dated September 7, 2020 and December 2, 2020 had fixed March 31, 2021 as the cut-off date for re-lodgement of transfer deeds and mandated that the shares that are re-lodged for transfer shall be issued only in demat mode. In view of this, the Shareholders holding shares in physical mode are advised to dematerialize their shares at the earliest to avail the benefits thereof including smooth transfer of shares if they propose to do so in future. The basic process for dematerialization of shares and its benefits are available under the "Member Utility" and "Frequently Asked Questions" respectively in "Investor Services" tab of the "Investor Relations" section on the Company's website-www.pfizerindia.com. In case the shareholders have any queries or need any assistance in this regard, they are requested to contact the Company's Registrar and Transfer Agent - KFin Technologies Private Limited at einward.ris@kfintech.com or the Company at contactus.india@pfizer.com.

- Members are requested to intimate changes, if any, pertaining to their name, postal address, email address, telephone/mobile numbers, Permanent Account Number (PAN), nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc., to their Depository Participants in case the shares are held by them in electronic form and to the Company at contactus.india@pfizer.com or the Company's Registrar and Transfer Agent at einward.ris@kfintech.com in case the shares are held by them in physical form.

Physical Holding	Send a request to the Registrar and Transfer Agents of the Company, KFin Technologies Private Limited at einward.ris@kfintech.com providing Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), Address Proof (self-attested scanned copy of Address proof, preferably Aadhaar card) for registering email address.
------------------	---

Following additional details need to be provided in case of updating Bank Account Details:

- Name and Branch of the Bank in which you wish to receive the dividend,
- Bank Account type,
- Bank Account Number allotted by their banks after implementation of Core Banking Solutions,
- 9-digit MICR Code Number,
- 11-digit IFSC Code, and
- A scanned copy of the cancelled cheque bearing the name of the first shareholder.

Demat Holding	Shareholders holding shares in Demat mode are requested to reach out to their Depository Participant (DP) for updation/registration of the aforementioned details.
---------------	--

- As per SEBI Directive, in case of failure to register the PAN and bank account details as aforesaid, any transaction in the securities of the Company shall be subject to enhanced due diligence by the Company/RTA, as may be prescribed.
- In terms of Section 72 of the Act read with the applicable rules thereto, every holder of shares in the Company may nominate, in the prescribed manner, a person to whom his / her shares in the Company shall vest, in the event of his / her death. Nomination forms in SH-13 format can be obtained from the Registrar & Share Transfer Agent. Members holding shares in electronic form may contact their respective Depository Participant(s) for availing this facility.
- Dispatch of Annual Report through Electronic Mode:** In compliance with the MCA Circulars and SEBI Circular, dated January 15, 2021 read with Circular dated May 12, 2020, Notice of this AGM along with the Annual Report 2020-21 is being sent only through electronic mode to those Members whose email addresses are registered with the Company/Depository Participants. Members may note that the Notice and Annual Report 2020-21 will also be available on the Company's website www.pfizerindia.com and websites of the Stock Exchanges, i.e., BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively, and on the website of the Company's Registrar and Transfer Agent, KFin Technologies Private Limited (KFinTech) at <https://evoting.kfintech.com>

14. For receiving all communication (including Annual Report) from the Company electronically:

- a) Members holding shares in physical mode and who have not registered/updated their email address and mobile number with the Company are requested to register/update the same by clicking <https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx> or by writing to the Company with details of folio number and attaching a self-attested copy of PAN card at contactus.india@pfizer.com or to KFinTech at einward.ris@kfintech.com
- b) Members holding shares in dematerialized mode are requested to register/update their email address and mobile number with the respective Depository Participant(s).

Shareholders who have not registered their email address and mobile number can temporarily register the same with the Company's Registrar and Share Transfer Agent, KFin Technologies Private Limited, by clicking the link: <https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx> to enable us to email to the Notice for the 70th AGM, Annual Report 2020-21 and e-voting instructions along with the User ID and Password. Shareholders are requested to follow the below mentioned steps to temporarily register their email address and mobile number.

In case of any queries, shareholder may write to einward.ris@kfintech.com

STEPS TO TEMPORARILY REGISTER THE EMAIL-ID AND MOBILE NUMBER WITH THE COMPANY:

A. Electronic Folio(s) - DP ID Client ID

- (a) Visit the link: <https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx>
- (b) Select the Company name.
- (c) Shareholder to enter DPID-CLID and PAN.
- (d) Shareholder to enter the email ID and Mobile No.
- (e) System check the authenticity of the DP ID Client ID and PAN and send the different OTPs to Mobile and email to validate.
- (f) Shareholder to enter the OTPs received by SMS and email ID to complete the validation process. (OTPs will be valid for 5 min. only).
- (g) System confirms the email ID for the limited purpose of sending 70th AGM Notice, Annual Report 2020-21 and e-voting instructions along with the User ID and Password.

(h) System will thereafter send the notice and procedure for e-voting to the email ID registered by shareholder.

B. Physical folio(s):

- (a) Visit the link: <https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx>
- (b) Select Company name.
- (c) Shareholder to enter physical Folio No. and PAN.
- (d) If PAN is not available in the records, shareholder to enter one of the Company's Share Certificate Number.
- (e) Shareholder to enter the email ID and Mobile No.
- (f) System checks the authenticity of the Folio No. and PAN / Certificate No. and sends the different OTPs to Mobile and email to validate.
- (g) Shareholder to enter the OTPs received by SMS and email ID to complete the validation process. (OTPs will be valid for 5 min. only).
- (h) If PAN is not available, system will prompt to upload the duly signed scan copy of the PAN.
- (i) System confirms the email ID for the limited purpose of sending 70th AGM Notice, Annual Report 2020-21 and e-voting instructions along with the User ID and Password.
- (j) System will thereafter send the notice and procedure for e-voting to the email ID registered by shareholder.

15. PROCEDURE FOR REMOTE E-VOTING AND E-VOTING AT THE AGM:

In compliance with the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended from time to time, Regulation 44 of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 and in terms of SEBI vide circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 in relation to e-Voting Facility Provided by Listed Entities, the Company is pleased to offer remote e-voting facility, which will enable the Members to cast their votes electronically on all resolutions set out in the Notice.

Further in pursuant to SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on "e-Voting facility provided by Listed Companies", e-Voting process has been enabled to all the individual demat account holders, by way of single login credential, through their demat accounts / websites

of Depositories / Depository Participants in order to increase the efficiency of the voting process.

Individual demat account holders would be able to cast their vote without having to register again with the e-Voting service provider thereby not only facilitating seamless authentication but also ease and convenience of participating in e-Voting process. Shareholders are advised to update their mobile number and e-mail ID with their DPs to access e-Voting facility

The remote e-voting period commences on Sunday, August 15, 2021 (9.00 a.m. IST) and ends on Wednesday, August 18, 2021 (5.00 p.m. IST). During this period, Members holding shares either in physical form or in dematerialized form as on Thursday, August 12, 2021 i.e., cut-off date, may cast their vote electronically.

The remote e-voting will not be allowed beyond the aforesaid date and time and the remote e-voting module shall be forthwith disabled upon expiry of the aforesaid period.

Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at evoting@kfintech.com. However, if he / she is already registered with KFinTech for remote e-Voting then he /she can use his / her existing User ID and password for casting the vote.

In case of Individual Shareholders holding securities in demat mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned below under "Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode."

Further, the facility for voting through electronic voting system will also be made available at the Meeting ("Insta Poll") and members attending the Meeting who have not cast their vote(s) by remote e-voting will be able to vote at the Meeting through Insta Poll.

16. The details of the process and manner for remote e-voting and e-voting at the AGM are explained hereinbelow:

The Company has appointed KFin Technologies Private Limited ("KFinTech") to provide the remote e-voting facility. In case of any query pertaining to e-voting, please visit Help & FAQ's section of KFinTech e-voting website: <https://evoting.kfintech.com>.

Step 1: Instructions to access to Depositories e-Voting system in case of individual shareholders holding shares in demat mode.

Step 2: Instructions to access to KFinTech e-Voting system in case of shareholders holding shares in physical and non-individual shareholders in demat mode.

Step 3: Instructions to access to join virtual meetings (e-AGM) of the Company on KFin system to participate e-AGM and vote at the AGM.

Details on Step 1 are mentioned below: Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with National Securities Depositories Limited (NSDL)	1. User already registered for IDEAS facility:
	I. Visit URL: https://eservices.nsdl.com
	II. Click on the "Beneficial Owner" icon under "Login" under 'IDEAS' section.
	III. On the new page, enter User ID and Password. Post successful authentication, click on "Access to e-Voting"
Individual Shareholders holding securities in demat mode with National Securities Depositories Limited (NSDL)	2. User not registered for IDEAS e-Services
	I. To register click on link : https://eservices.nsdl.com
	II. Select "Register Online for IDEAS" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp
	III. Proceed with completing the required fields.
	IV. Follow steps given in points 1

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with National Securities Depositories Limited ('NSDL')	<p>3. Alternatively by directly accessing the e-Voting website of NSDL</p> <p>I. Open URL: https://www.evoting.nsdl.com/</p> <p>II. Click on the icon "Login" which is available under 'Shareholder/ Member' section.</p> <p>III. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password / OTP and a Verification Code as shown on the screen.</p> <p>IV. Post successful authentication, you will be requested to select the name of the company and the e-Voting Service Provider name, i.e.KFintech.</p> <p>V. On successful selection, you will be redirected to KFintech e-Voting page for casting your vote during the remote e-Voting period.</p>
Individual Shareholders holding securities in demat mode with Central Depository Services (India) Limited ('CDSL')	<p>1. Existing user who have opted for Easi / Easiest</p> <p>I. Visit URL: https://web.cdslindia.com/myeasi/home/login or URL: www.cdslindia.com</p> <p>II. Click on New System Myeasi</p> <p>III. Login with your registered user id and password.</p> <p>IV. The user will see the e-Voting Menu. The Menu will have links of ESP i.e. KFintech e-Voting portal.</p> <p>V. Click on e-Voting service provider name to cast your vote.</p>

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with Central Depository Services (India) Limited ('CDSL')	<p>2. User not registered for Easi/ Easiest</p> <p>I. Option to register is available at https://web.cdslindia.com/myeasi/Registration/EasiRegistration</p> <p>II. Proceed with completing the required fields.</p> <p>III. Follow the steps given in point 1</p>
Individual Shareholders holding securities in demat mode with Central Depository Services (India) Limited ('CDSL')	<p>3. Alternatively, by directly accessing the e-Voting website of CDSL</p> <p>I. Visit URL: www.cdslindia.com</p> <p>II. Provide your demat Account Number and PAN.</p> <p>III. System will authenticate user by sending OTP on registered Mobile & Email as recorded in the demat Account.</p> <p>IV. After successful authentication, user will be provided links for the respective ESP, i.e. KFintech where the e-Voting is in progress.</p>
Individual Shareholder login through their demat accounts / Website of Depository Participant	<p>I. You can also login using the login credentials of your demat account through your DP registered with NSDL /CDSL for e-Voting facility.</p> <p>II. Once logged-in, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL / CDSL Depository site after successful authentication, wherein you can see e-Voting feature.</p> <p>III. Click on options available against company name or e-Voting service provider - KFintech and you will be redirected to e-Voting website of KFintech for casting your vote during the remote e-Voting period without any further authentication.</p>

Important note: Members who are unable to retrieve User ID / Password are advised to use Forgot user ID and Forgot Password option available at respective websites.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Securities held with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 102 0990 and 1800 224 430
	Please contact CDSL helpdesk by sending a request at helpdesk. evoting@cdslindia.com or contact at 022-23058738 or 022-23058542-43

**Details on Step 2 are mentioned below:
Login method for e-Voting for shareholders other than Individual's shareholders holding securities in demat mode and shareholders holding securities in physical mode.**

- (A) Members whose email IDs are registered with the Company/Depository Participants, will receive an email from KFintech which will include details of E-Voting Event Number (EVEN), USER ID and password. They will have to follow the below process:
- Launch internet browser by typing the URL: <https://evoting.kfintech.com/>
 - Enter the login credentials (i.e. User ID and password). In case of physical folio, User ID will be EVEN (E-Voting Event Number) xxxx, followed by folio number. In case of Demat account, User ID will be your DP ID and Client ID. However, if you are already registered with KFintech for e-voting, you can use your existing User ID and password for casting the vote.
 - After entering these details appropriately, click on "LOGIN".
 - You will now reach password change Menu wherein you are required to mandatorily change your password. The new password shall comprise of minimum 8 characters with at least one upper case (A- Z), one lower case (a-z), one numeric value (0-9) and a special character (@,#,\$, etc.,). The system will prompt you to change your password and update your contact details like mobile number, email ID etc. on first login. You may also enter a secret question and answer of

your choice to retrieve your password in case you forget it. It is strongly recommended that you do not share your password with any other person and that you take utmost care to keep your password confidential.

- You need to login again with the new credentials.
- On successful login, the system will prompt you to select the "EVEN" i.e., "Pfizer Limited - AGM" and click on "Submit"
- On the voting page, enter the number of shares (which represents the number of votes) as on the Cut-off Date under "FOR/AGAINST" or alternatively, you may partially enter any number in "FOR" and partially "AGAINST" but the total number in "FOR/AGAINST" taken together shall not exceed your total shareholding. You may also choose the option ABSTAIN. If the Member does not indicate either "FOR" or "AGAINST" it will be treated as "ABSTAIN" and the shares held will not be counted under either head.
- Members holding multiple folios/demat accounts shall choose the voting process separately for each folio/ demat accounts.
- Voting has to be done for each item of the notice separately. In case you do not desire to cast your vote on any specific item, it will be treated as abstained.
- You may then cast your vote by selecting an appropriate option and click on "Submit".
- A confirmation box will be displayed. Click "OK" to confirm else "CANCEL" to modify. Once you have voted on the resolution (s), you will not be allowed to modify your vote. During the voting period, Members can login any number of times till they have voted on the Resolution(s).
- Corporate/Institutional Members (i.e. other than Individuals, HUF, NRI etc.) are also required to send scanned certified true copy (PDF Format) of the Board Resolution/Authority Letter etc., authorizing its representative to attend the AGM through VC / OAVM on its behalf and to cast its vote through remote e-voting together with attested specimen signature(s) of the duly authorised representative(s), to the Scrutinizer at email id scrutinizer@dholakia-associates.com with a copy marked to evoting@kfintech.com The scanned image of the above-mentioned documents should be in the naming format "Corporate Name_Even No." Alternatively, the aforesaid documents may be uploaded on the KFinTech e-voting website: <https://evoting.kfintech.com>

(B) Members whose email IDs are not registered with the Company/Depository Participants(s), are requested to follow the below process:

i. Members who have not registered/updated their email address, are requested to register/update the same with KFinTech, by accessing the link: <https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx>

Members are requested to follow the process as guided to capture the email address and mobile number for sending the soft copy of the notice and e-voting instructions along with the User ID and Password. In case of any queries, member may write to einward.ris@kfintech.com

ii. Alternatively, member may send an e-mail request at the email id einward.ris@kfintech.com along with scanned copy of the signed copy of the request letter providing the email address, mobile number, self-attested PAN copy and Client Master copy in case of electronic folio and copy of share certificate in case of physical folio for sending the Annual report, Notice of AGM and the e-voting instructions.

i. After due verification, the Company / KFinTech will forward your login credentials to your registered email address.

ii. After receiving the e-voting instructions, please follow all steps at A. (i) to (xi) to cast your vote by electronic means.

**Details on Step 3 are mentioned below:
'Instructions to access to join virtual meetings (e-AGM) of the Company on KFin system to participate e-AGM and vote at the AGM.'**

The Company is pleased to provide facility of VC / OAVM and live webcast of the proceedings of the AGM on August 19, 2021 from 2.30 P.M. (IST) onwards at the web link – <https://emeetings.kfintech.com/>

(a) Members are requested to follow the procedure given below:

i. Launch internet browser by typing the URL: <https://emeetings.kfintech.com>

ii. Enter the login credentials provided in the email received from the Company/ KFinTech. (i.e., User ID and password for e-voting).

iii. After logging in, click on "Video Conference" tab and select the EVEN of the Company.

iv. Then click on the video symbol and accept the meeting etiquettes to attend the Meeting.

b) Please note that the Members who do not have User ID and Password for e-voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned above at point.

c) Members are encouraged to join the Meeting through Laptops/ Desktops with Google Chrome (preferred browser) / Safari / Internet Explorer / Microsoft Edge / Mozilla Firefox 22.

d) Members will be required to grant access to the webcam to enable VC / OAVM. Further, Members connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

e) Members who would like to express their views or ask questions during the AGM may register themselves by logging on to <https://emeetings.kfintech.com/> and clicking on the 'Speaker Registration' option available on the screen after log in. The Speaker Registration will be open during Saturday, August 14, 2021 to Tuesday, August 17, 2021. Only those members who have pre-registered their name will be allowed to express their views or ask questions. The Company reserves the right to restrict the number of questions and number of speakers, depending upon availability of time as appropriate for smooth conduct of the AGM.

f) The Members who wish to post their questions prior to the meeting can do the same by visiting <https://emeetings.kfintech.com>. Please login through the user id and password provided in the mail received from KFinTech. On successful login, select 'Post Your Question' option which will be opened from Saturday, August 14, 2021 to Tuesday, August 17, 2021.

g) Members will be allowed to attend the AGM through VC / OAVM on first-come-first-served basis.

Facility of joining AGM through VC/OAVM shall be available for at least 2000 members to participate in the AGM and such participation shall be on a

first-come-first-served basis. However, please note that pursuant to the MCA Circulars, large shareholders (i.e. shareholders holding 2% or more shareholding), promoters, institutional investors, directors, key managerial personnel, the chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders' Relationship Committee, Auditors, etc. may be allowed to attend the meeting without restriction on account of first-come-first served principle.

h) Facility to join the meeting shall be opened thirty minutes before the scheduled time of the AGM and shall be kept open throughout the proceedings of the AGM.

i) Members who need assistance before or during the AGM, can contact KFinTech on emeetings@kfintech.com or call on toll free number 1800-309-4001. Kindly quote your name, DP ID-Client ID / Folio no. and e-voting Event Number in all your communications.

17. In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote at the AGM.

18. Members attending the AGM through VC/OAVM shall be reckoned for the purpose of quorum under Section 103 of the Act.

19. Members of the Company under the category of Institutional Investors are encouraged to attend and vote at the AGM.

20. Members are requested to note the following contact details for addressing e-voting grievances:

Mr. Premkumar Nair, Manager
KFin Technologies Private Limited
Selenium Tower B, Plot 31-32, Gachibowli,
Financial District,
Nanakramguda, Hyderabad 500 032
Phone No.: +91 40 6716 2222
Toll-free No.: 1800-309-4001
E-mail: einward.ris@kfintech.com

21. General Instructions for Shareholders:

i) The Cut-off date for determining the eligibility of Members for remote e-voting and Instapoll is Thursday, August 12, 2021 at close of business hours.

ii) Voting rights shall be reckoned on the paid-up value of shares registered in the name of the member / beneficial owner (in case of electronic

shareholding) as on the cut-off date i.e., Thursday, August 12, 2021, at close of business hours. A person, whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on the cut-off date, i.e., Thursday, August 12, 2021 at close of business hours only shall be entitled to avail the facility of remote e-voting /Insta Poll.

iii) Any person who becomes a member of the Company after dispatch of the Notice of the Meeting and holding shares as on the cut-off date i.e., Thursday, August 12, 2021, at close of business hours may obtain the User ID and password in the manner as mentioned below:

a) If the mobile number of the member is registered against Folio No. / DP ID Client ID, the member may send SMS : MYEPWD E-Voting Event Number+Folio No. or DP ID Client ID to 9212993399.

Example for NSDL:
MYEPWD <SPACE> IN12345612345678

Example for CDSL:
MYEPWD <SPACE> 1402345612345678

Example for Physical:
MYEPWD <SPACE> XXXX1234567890

b) If e-mail address or mobile number of the member is registered against Folio No. / DP ID Client ID, then on the home page of <https://evoting.kfintech.com>, the member may click "Forgot Password" and enter Folio No. or DP ID, Client ID and PAN to generate a password.

c) In case of any clarification regarding remote e-voting and e-voting, Members may call on KFinTech's toll-free number 1800-309-4001 (from 9:00 a.m. to 6:00 p.m.). Member may send an e-mail request to evoting@kfintech.com. If the member is already registered with KFinTech's e-voting platform, then he/she can use his existing password for logging in.

iv) The Notice of the 70th AGM of the Company is also available on KFinTech remote e-voting website: <https://evoting.kfintech.com>

v) The remote e-voting shall close at 5.00 p.m. IST on Wednesday, August 18, 2021, KFinTech shall block the remote e-voting module after 5.00 p.m. IST on Wednesday, August 18, 2021.

- vi) e-voting during the AGM is integrated with the VC / OAVM platform. The Members may click on the voting icon displayed on the screen to cast their votes.

22. Information and instructions relating to e-voting/ Insta Poll are as under:

- i. The members who have cast their vote(s) by remote e-voting may also attend the Meeting but shall not be entitled to cast their vote(s) again at the Meeting. Once the vote on a resolution is cast by a member, whether partially or otherwise, the member shall not be allowed to change it subsequently or cast the vote again.
- ii. A member can opt for only single mode of voting per event, i.e., through remote e-voting or voting at the Meeting (Insta Poll). If a Member casts votes by both modes, then voting done through Remote e-voting shall prevail and vote at the AGM shall be treated as invalid.
- iii. A person, whose name is recorded in the register of members or in the register of beneficial owners maintained by the depositories as on the cut-off date, i.e., Thursday, August 12, 2021 only shall be entitled to avail the facility of remote e-voting or for participation at the AGM and voting through Insta Poll. A person who is not a member as on the cut-off date, should treat this Notice for information purpose only.
- iv. The Company has opted to provide the same electronic voting system at the Meeting, as used during remote e-voting, and the said facility shall be operational till all the resolutions proposed in the Notice are considered and voted upon at the Meeting and may be used for voting only by the members holding shares as on the cut-off date who are attending the Meeting and who have not already cast their vote(s) through remote e-voting.

Facility to cast vote through Insta Poll will be made available on the Video Conferencing screen and will be activated once the Insta Poll is announced at the Meeting.

The e-voting facility at AGM will be disabled after 15 minutes from the conclusion of the Meeting.

23. The Company has appointed (CS) Mr. Bhumitra V. Dholakia, Designated Partner of Dholakia & Associates LLP, Company Secretaries in practice as the Scrutinizer for conducting the electronic

voting and electronic polling process in a fair and transparent manner.

The Scrutinizer shall within two working days from the conclusion of the Annual General Meeting, submit his report of the votes cast in favour or against, through electronic voting and electronic polling process to the Chairman or to any other person as authorized by the Chairman. The results declared along with the consolidated Scrutinizer's Report shall be placed on the website of the Company www.pfizerindia.com and on the website of KFinTech <https://evoting.kfintech.com/>. The results shall simultaneously be communicated to the BSE Limited and the National Stock Exchange of India Limited.

PROCEDURE FOR INSPECTION OF DOCUMENTS:

24. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act, and the relevant documents referred to in the Notice will be available electronically for inspection by the members during the AGM.

All documents referred to in the Notice and Explanatory Statement thereto will also be available electronically for inspection without any fee by the members from the date of circulation of this Notice up to the date of AGM. Members seeking to inspect such documents can send an email to contactus.india@pfizer.com.

25. Members seeking any information with regard to the accounts or any matter to be placed at the AGM, are requested to write to the Company on or before Wednesday, August 18, 2021 through email on contactus.india@pfizer.com. The same will be replied by the Company suitably.

26. Pursuant to the provisions of the Income Tax Act, 1961, the Company is required to withhold taxes at the prescribed rates on the dividend paid to its shareholders. No tax will be deducted on payment of dividend to the resident individual shareholders if the total aggregate dividend paid during the year ending March 31, 2022 does not exceed ₹5,000/-.

The withholding tax rate would vary depending on the residential status of the shareholder and documents registered with the Company/KFintech/Depository Participant.

Given below are the details of withholding tax rate as per the residency status of the shareholders and list of documents required to be submitted for the same:

A. RESIDENT SHAREHOLDERS:

A.1 Tax Deductible at Source for Resident Shareholders

Sr. No.	Particulars	Withholding tax rate	Documents required (if any)
1.	Valid Permanent Account Number (PAN) updated in the Company's Register of Members.	10%	No document required (if no exemption is sought).
2.	In absence of a valid PAN or PAN being reflected in list of specified person on the reporting portal of income tax department under section 206AB updated in the Company's Register of Members.	20%	No document required (if no exemption is sought).
3.	Availability of lower/nil tax deduction certificate issued by Income Tax Department under section 197 of Income Tax Act, 1961.	Rate specified in the certificate	Lower tax deduction certificate obtained from Income Tax Authority.

A.2 No tax will be deducted as source on dividend payment to resident shareholders, if the resident shareholders submit and register the following documents with the Company / KFinTech through the link <https://ris.kfintech.com/form15/>

Sr. No.	Particulars	Withholding tax rate	Documents required (if any)
1.	Individual shareholder whose tax on his / her estimated total income of the financial year ending March 31, 2022 including the dividend received and receivable by the Company will be Nil.	Nil	Self-declaration in Form No. 15G with all the required fields duly filled up.
2.	Individual shareholder, who is of the age of 60 years or more at any time during the financial year ending March 31, 2022, whose tax on his / her estimated total income of the financial year including the dividend received and receivable by the Company will be Nil.	Nil	Self-declaration in Form No. 15H with all the required fields duly filled up.
3.	Shareholders to whom the provisions of section 194 of the Income Tax, 1961 does not apply such as LIC, GIC, or any other insurer.	Nil	Documentary evidence that the said provisions are not applicable and a self-declaration of beneficial interest in the shares of the Company held by it.
4.	Shareholder covered under section 196 of Income Tax Act, 1961 such as Government, RBI, corporations established by Central Act & mutual funds.	Nil	Documentary evidence for coverage under section 196 of Income Tax Act, 1961 and a self-declaration of beneficial interest in the shares of the Company held by it.
5.	Category I and II Alternative Investment Fund, as notified in Notification number 51/2015 dated 25 June 2015.	Nil	SEBI registration certificate to claim benefit under section 197A(1F) of Income Tax Act, 1961 along with Self attested copy of PAN card.
6.	Funds, Authorities, Boards, Institutions or Bodies by whatever name called, whose income is unconditionally exempt from tax and who are not statutorily required to file return of income under section 139 of the Income-tax Act, 1961, as listed in Circular 18/2017 issued by the Central Board of Direct Taxes.		Documentary evidence of coverage under Circular No. 18/2017 issued by Central Board of Direct Taxes (CBDT) and eligible for unconditional exemption under section 10 of the Income-tax Act, 1961.

Sr. No.	Particulars	Withholding tax rate	Documents required (if any)
7.	National Pension System Trust referred to in clause 44 of section 10 of the Income-tax Act, 1961.	Nil	Documentary evidence of coverage under clause 44 of section 10 of the Income-tax Act, 1961.

B. NON-RESIDENT SHAREHOLDERS:

Withholding tax on dividend payment to non-resident shareholders, if the non-resident shareholders submit and register the following documents with the Company / KFinTech through the link <https://ris.kfintech.com/form15/>

Sr. No.	Particulars	Withholding tax rate	Documents required (if any)
1.	Foreign Institutional Investors (FIIs)/Foreign Portfolio Investors (FPIs)/Other Non-resident shareholders.	20% (plus applicable surcharge and cess) or tax treaty rate whichever is beneficial	<p>To avail beneficial rate of tax treaty all the following documents would be required:</p> <ol style="list-style-type: none"> 1. FII/FPI registration number / certificate, if applicable. 2. Tax Residency certificate issued by revenue authority of country of residence of shareholder for the year in which dividend is received. 3. Self-attested copy of Permanent Account Number issued by Indian tax authorities. 4. Form 10F filled & duly signed. 5. Self-declaration for non-existence of permanent establishment / fixed base in India. 6. Self-declaration of Beneficial ownership of the shares held in the Company by the non-resident shareholder. <p>(Note: Application of beneficial Tax Treaty Rate shall depend upon the accuracy and completeness of the documents submitted by the Non Resident shareholder and review to the satisfaction of the Company).</p>
2.	Indian Branch of a Foreign Bank.	Nil	No tax deduction certificate under section 195(3) obtained from Income Tax Authority, Self-declaration confirming that the income is received on its own account and not on behalf of the Foreign Bank and name of Indian branch of foreign bank is not appearing in the list of specified persons under section 206AB on the reporting portal.
3.	Availability of Lower/NIL tax deduction certificate issued by Income Tax Department under section 195(2) or 195(3) or 197 of Income Tax Act, 1961.	Rate specified in certificate	Nil / lower tax deduction certificate obtained from Income Tax Authority.

- (i) The Company will issue soft copy of the TDS certificate to its shareholders through email registered with the Company / KFinTech post payment of the dividend. Shareholders will be able to download the TDS certificate from the Income Tax Department's website <https://incometaxindiaefiling.gov.in> (refer to Form 26AS) provided that the correct PAN is registered with the Company/Depository Participants.
- (ii) The aforesaid documents such as Form 15G / 15H, documents under Sections 195, 196, 197A, FII/FPI Registration Certificate, Tax Residency Certificate, Form 10F, Nil/lower tax certificate, self declaration etc. duly filled in all respects are required to be uploaded on the link <https://ris.kfintech.com/form15/> on or before Tuesday, August 10, 2021 to enable the Company to determine the appropriate TDS / with holding tax rate applicable. Any communication on the tax determination/deduction for the purpose of the said final dividend received post Tuesday, August 10, 2021 shall not be considered under any circumstances. Please note that incomplete, invalid documents shall be subject to rejection at the discretion of the Company.
- (iii) Effective July 1, 2021, Finance Act, 2021 has inserted Section 206AB of the Income Tax Act ('IT Act') as a special provision for TDS for non-filers of income-tax return whereby tax has to be deducted at twice the rate specified in the relevant provision of the IT Act.
- (iv) Application of TDS rate is subject to necessary verification by the Company of the shareholder details as available in Register of Members as on the Record Date, and other documents available with the Company / KFinTech.
- (v) The Shareholders who have not updated their PAN details are required to update the same with Company in case of physical holding with their respective Depository Participant in case of Electronic holding on or before Tuesday, August 10, 2021 to avoid higher rate of tax deduction and to avail the credit of tax so deducted.
- (vi) In case, for any reasons, TDS is deducted at a higher rate by the Company, an option is still available with the shareholder to file the return of income and claim an appropriate refund.
- (vii) In the event of any income tax demand (including interest, penalty, etc.) due to short deduction of tax at source by the Company arising from any

misrepresentation, inaccuracy or omission of information provided by the Member/s, such Member/s will be responsible to indemnify the Company and also, provide the Company with all information / documents and co-operation in any tax assessment or appellate proceedings, as may be required.

(viii) This Communication is not exhaustive and does not purport to be a complete analysis or listing of all potential tax consequences in the matter of dividend payment. Shareholders should consult their tax advisors for requisite action to be taken by them.

27. Members holding shares in the physical mode are requested to address their communications regarding transfer of shares, change of address etc., quoting their folio number(s) to the Company's Registrar & Share Transfer Agents:

KFin Technologies Private Limited
UNIT: PFIZER LIMITED
Selenium Tower B, Plot No 31 & 32,
Gachibowli Financial District, Nanakramguda,
Serilingampally, Hyderabad,
Telangana - 500032.
Contact person: Mr. Premkumar Nair - Manager
Tel: +91 40 6716 2222
TOLL FREE NO.: 1800-309-4001
e-mail ID: einward.ris@kfintech.com

AS REQUIRED UNDER REGULATION 36(3) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 AND SS 2-SECRETARIAL STANDARDS ON GENERAL MEETINGS, GIVEN BELOW ARE THE DETAILS OF THE DIRECTOR PROPOSED FOR RE-APPOINTMENT.

ITEM NO. 3:

Mr. Samir Kazi (DIN: 07184083) aged about 45 years, is a lawyer with over 20 years of rich legal experience. Mr. Kazi earned his Bachelor's of Law degree from the University of Mumbai in the year 1999. Mr. Kazi started his career with an illustrious law firm in Mumbai - Mulla & Mulla & Craigie Blunt & Caroe, where Mr. Kazi practiced for over 7 years before taking up in-house law practice. Thereafter, Mr. Kazi was a Legal advisor to the Hinduja Group India Limited, before being associated with Pfizer Limited since 2007.

Mr. Kazi has represented various clients in a broad range of litigation disputes and transactional matters, handled complex commercial and business litigation and specialized in alternative dispute resolution. Mr. Kazi's core competencies includes Corporate Laws, Intellectual Property laws, Corporate Governance, Cross Border transactions,

Mergers & Acquisitions, Joint Ventures, Amalgamations and Regulatory laws amongst various other areas of expertise.

Mr. Kazi is responsible for providing quality legal advice, including inputs on matters relating to industrial bodies, governance, compliance and mergers & acquisitions, establishment of strategic alliances, partnerships and relationships with internal & external clients.

Mr. Kazi was appointed as a Whole-time Director on the Board designated as Executive Director - Legal for a period of 5 years on February 14, 2020.

In terms of Section 152 of the Companies Act, 2013, Mr. Kazi is liable to retire by rotation at the 70th Annual General Meeting. Mr. Kazi being eligible, offers himself for re-appointment.

None of the Directors or Key Managerial Personnel of the Company and their relatives other than Mr. Kazi (being the appointee) are concerned or interested, financially or otherwise, in the Resolution set out at Item No. 3. This Statement may also be regarded as a disclosure under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and SS 2 - Secretarial Standard on General Meetings.

None of the Directors or Key Managerial Personnel are related to each other. The Number of Board / Committee Meetings attended during the year and other Directorships, Membership / Chairmanship of Committees are stated in the Corporate Governance Report (Annexure G to the Board's Report).

The Board recommends the Ordinary Resolution set out at Item No. 3 of the Notice for approval by the Members.

A STATEMENT SETTING OUT MATERIAL FACTS PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013, ("THE ACT") FOR ITEM NOS: 4-5.

ITEM NOS. 4

The Board of Directors of the Company at their meeting held on February 5, 2021 had, pursuant to the recommendation of the Nomination and Remuneration Committee, re-appointed Mr. S. Sridhar (DIN: 05162648) as the Managing Director of the Company for a further period of 5 years with effect from March 18, 2021 on such remuneration, payments, perquisites, benefits and amenities as set out in the Resolution at Item No. 4 of the Notice of the Meeting. The said appointment is subject to the approval of the shareholders at the Annual General Meeting of the Company.

Mr. S. Sridhar, aged about 53 years, is leading Pfizer Inc's commercial business in India. Mr. Sridhar has in his career successfully steered many strategic projects, global brand launches, business restructuring actions, Mergers & Acquisitions and Joint Ventures. A Chartered Accountant with three decades of experience, Mr. Sridhar has successfully donned multiple hats in his career as Chief Financial Officer, Business Unit and Supply Chain Head and the Managing Director of Pfizer Limited business since March 18, 2016. Mr. Sridhar was appointed as the Executive Director of the Company in May 14, 2013.

Mr. Sridhar has successfully led the implementation of merger of Wyeth Limited with Pfizer Limited that has resulted in the two listed entities successfully combining talent and product portfolios to create a single 'go to market' strategy, stronger market presence and increased long term shareholder value. Mr. Sridhar was also responsible for developing the integrated company's institutional business strategy which resulted in a strong Pfizer product portfolio presence in major institutions across the country and leading the development of company's multi-channel marketing strategy.

Mr. Sridhar is an Executive Member and President of Organisation of Pharmaceutical Producers of India (an association of Research Based Pharmaceuticals Organisations) and is also the Chair of its Finance and Taxation Work Group. Mr. Sridhar is also the former Chair of The Federation of Indian Chambers of Commerce and Industry (FICCI) Pharma Committee. In this capacity, Mr. Sridhar has effectively advocated for policies that are pro patient, encourage innovation and provide for a positive environment for the industry to grow.

Prior to joining Pfizer, Mr. Sridhar spent 13 years with Diageo, one of the largest alcoholic beverages companies. Mr. Sridhar was the Finance Director when he left Diageo India.

Mr. Sridhar does not hold any shares in the Company. Mr. Sridhar is an Executive Member and President of Organisation of Pharmaceutical Producers of India. Mr. Sridhar is not a Director in any other Company.

Mr. Sridhar is not disqualified from being appointed/ re-appointed as Director and Managing Director in terms of Section 164 and other applicable provisions of the Act.

None of the Directors or Key Managerial Personnel of the Company and their relatives other than Mr. Sridhar (being the appointee) are concerned or interested, financially or otherwise, in the Resolution set out at Item No. 4. This Statement may also be regarded as a disclosure under

Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and SS 2 - Secretarial Standard on General Meetings.

The given particulars of his appointment and remuneration as set out in the Resolution at Item No. 4 of the Notice of the Meeting may be treated as an Abstract pursuant to Section 190 of the Act. None of the Directors or Key Managerial Personnel are related to each other. The Number of Board / Committee Meetings attended during the year and other Directorships, Membership / Chairmanship of Committees are stated in the Corporate Governance Report (Annexure G to the Board's Report).

The terms and conditions of re-appointment of Mr. Sridhar is open for inspection by the Members.

The Board recommends the Ordinary Resolution set out at Item No. 4 of the Notice for approval by the Members.

ITEM NO. 5:

Pursuant to Section 148 of the Companies Act, 2013 ("Act") read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the Board of Directors at its Meeting held on May 26, 2021, on the recommendation of the Audit Committee, appointed Messrs. RA & Co., Cost Accountants (having Firm's Registration No. 000242) for conducting Cost Audit of the cost records maintained by the Company for manufacturing of pharmaceutical formulations for the financial year ending March 31, 2022, at a remuneration of ₹13,25,000/- (Rupees Thirteen Lakhs and Twenty Five

Thousand only) plus applicable taxes and out-of-pocket expenses which is subject to ratification by the Members. The said remuneration as approved by the Board of Directors payable to Messrs. RA & Co. requires to be ratified by the Members of the Company.

None of the Directors or Key Managerial Personnel of the Company and their relatives are concerned or interested, financially or otherwise, in the Resolution set out at Item No. 5 of the Notice.

The Board recommends the Ordinary Resolution set out at Item No. 5 of the Notice for approval by the Members.

By Order of the Board of Directors

Prajeet Nair
Company Secretary

Mumbai, May 26, 2021

Membership No.: ACS19267

Registered Office:
Pfizer Limited
The Capital, 1802 /1901, Plot No. C – 70, G Block,
Bandra Kurla Complex, Bandra (East),
Mumbai - 400 051.
Tel: +91 22 6693 2000, Fax: +91 22 2654 0274
Website: www.pfizerindia.com
E-mail ID: contactus.india@pfizer.com
CIN: L24231MH1950PLC008311

Board's Report

Including Management Discussion and Analysis Report

To the Members,

Your Directors take pleasure in presenting this 70th Annual Report along with the Audited Financial Statement for the financial year ended March 31, 2021. The Company operates only in one business segment that is, "Pharmaceuticals" and this Report covers its Pharmaceutical business performance.

DIVIDEND

The Board of Directors at their meeting held on May 26, 2021 recommended a normal dividend of ₹30/- (300%) per equity share and a special dividend of ₹5/- (50%) per equity share, aggregating to total dividend of ₹35/- (350%) per equity share for the year ended March 31, 2021. The Dividend payout will be ₹160.12 Crore.

FINANCIAL HIGHLIGHTS

(₹in crore)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Net Sales	2,190.04	2,096.32
Other Operating Income	48.51	55.33
Revenue from Operations	2,238.55	2,151.65
Other Income	81.12	184.02
Profit Before Tax	668.72	642.49
Income Tax Expense	171.11	133.36
Profit for the year	497.61	509.13
Total other comprehensive income (net of tax)	(0.96)	(8.93)
Total comprehensive income for the year	496.65	500.20

Your Company's sales for the financial year ended March 31, 2021 stood at ₹2,190.04 Crore as compared to ₹2,096.32 Crore in the previous year, which represents a growth of 4.48%. The sales for the year under review are not strictly comparable with that of the previous year on account of the impact of COVID-19.

Profit before tax for the financial year ended March 31, 2021 was ₹668.72 Crore as compared to ₹642.49 Crore in the previous year. The profit after tax stood at ₹497.61 Crore for the financial year ended March 31, 2021 as compared to ₹509.13 Crore in the previous year which included prior year tax reversals of ₹44 Crore.

ECONOMIC OVERVIEW

One year into the COVID-19 pandemic, economic recoveries continue to diverge across countries and sectors, reflecting variation in pandemic-induced disruptions and the extent of policy support. As per the International Monetary Fund (IMF), after an estimated contraction of 3.3% in 2020, the global economy is projected to grow at 6% in 2021. The contraction for 2020 is 1.1% lesser than projected in the October 2020 World Economic Outlook, reflecting a higher-than-expected growth outturns in the second half of the year for most regions after lockdowns were eased and as economies adapted to new ways of working. For the emerging and developing Asia regional group, projections for 2021 have been revised up by 0.6%, reflecting a stronger recovery than initially expected after lockdowns were eased in some large countries like India.

The IMF raised its growth forecast for Indian economy by 100 basis points in its latest edition of World Economic Outlook projecting growth forecast at 12.5% in FY 2022, the highest among emerging and advanced economies. India is the only country expected to register a double-digit growth this fiscal.

India battled one of its biggest recessions in recent memory. However, signs of recovery were seen in the Indian economy which recorded a marginal growth in the third quarter of the financial year 2021. Till recently, economic activity seemed to be gathering momentum at a sustainable pace with people demonstrating greater confidence in stepping out and spending. The vaccination drive has made good progress too with over 18.2 Crore people inoculated by mid May 2021, mostly from the vulnerable segment.

Much like the previous year, India has suffered on all accounts but at an even greater rate this year. While ascertaining the impact of the second wave of the COVID-19 is difficult, given the various lockdowns imposed in different magnitudes in several states and its economic impact, India is hopeful for a V-shaped recovery, but with its own set of stressful challenges. The rapid pace of vaccination; strong growth in private investment, and its rebound stimulated by reforms and schemes; pent-up demand backed by savings made by high and mid-income consumers who are waiting to spend and; fiscal spending on building assets and infrastructure (that have a high multiplier effect on income, jobs, and private investments) will likely start gaining momentum on the ground and is expected to steer growth over the next two years.

Market data source: IQVIA MAT March 2021

The overall recovery will also depend on the path of the health crisis, including whether the new COVID-19 strains prove susceptible to vaccines or they prolong the pandemic; the effectiveness of policy actions to limit persistent economic damage; the evolution of financial conditions and commodity prices and the adjustment capacity of the economy.

Current Healthcare and Pharmaceuticals Environment

According to the Indian Economic Survey 2021, the domestic pharmaceutical market is expected to grow three times in the next decade to US\$ 42 billion in 2021 and US\$ 65 billion by 2024 and may reach ~US\$ 120-130 billion by 2030.

The Union Budget 2021 puts a spotlight on health and well-being. Doubling up healthcare spending and allocating a sizable outlay for developing capacities of primary, secondary and tertiary healthcare systems and promoting new and existing institutions to concentrate on emerging diseases over the next 6 years, is a welcome move. The focus is now on overall well-being of the people including preventive and curative health with a larger emphasis on immunization. Allocating ₹ 35,000 crore for COVID-19 vaccine and the assurance that any additional spending required would be provided for vaccination, is a welcome step. However, much needs to be done to improve national healthcare spending as a percentage of GDP.

Indian Pharmaceutical Industry

Market Overview:

The Indian pharma market (IPM) grew at 4.3% over the April 2020 - March 2021 period, with a turnover of ₹1,56,797 Crore. The growth was primarily driven by price, which contributed 4.3% to the total, followed by new products at 3.6% and volume at -3.6%. Multinational companies hold about 20% share in the market and have grown at 2.6%.

Therapeutic Growth:

Cardiac has overtaken anti-infectives to emerge as the top therapy. Antivirals have registered highest growth of 161% due to pandemic. The acute care segment is growing at a meager 2% due to low patient volume during the pandemic. Anti-infective, being the most impacted, declined by 12%. Within the acute therapeutic areas, vitamins, minerals & supplements (VMS) was least impacted. Chronic segment has also suffered due to the pandemic as growth slipped to 8.4% (Mar'21 MAT) from 11.7% (Mar'20 MAT). Both cardiac and cardiovascular and neuroscience (CNS) therapies posted double-digit growths.

COVID-19 Impact on Pharmaceutical Industry:

IPM grew faster in March 2021 due to the base effect of lockdown beginning March 25, 2020. IPM growth declined to 4.3% in 2021 as compared to 10.5% growth last year. Loss in potential sales is estimated at approximately ₹8,000 Crore.

Market data source: IQVIA MAT March 2021

The impact was higher as the lockdown period overlapped with monsoon season which typically are growth drivers for acute therapeutic areas. With limited face-to-face detailing, new launches were either delayed or saw lower uptake but are now picking up. Vitamins has shown strong recovery driven by consumer awareness and their role in immunity building for COVID-19. The respiratory therapeutic area has shown lower growth levels. A research indicates lockdown linked drop in asthma attacks mainly due to lower levels of air pollution, fewer cold and flu infections. Limited access to healthcare professionals in Tier 1 Cities due to stricter lockdown, reverse migration, lower inter-district travel for medicine purchase and increased focus on rural markets are potential drivers for rural growth. Going forward, health systems needs to be mindful of increasing co-morbidities/new diagnosis in COVID-19 recovered patients.

AN OVERVIEW OF THE OPERATING ENVIRONMENT

As the pandemic persisted, the Government continued to engage with the Industry to remove possible bottlenecks adversely affecting the availability of medicines to the patients across the country. With the launch of two COVID-19 vaccines in January 2021, the Government embarked upon a massive phase-wise immunization drive.

The Government has undertaken deep structural and sustained reforms to strengthen the healthcare sector and also announced conducive policies for encouraging foreign direct investment. The **Aatmanirbhar Bharat Abhiyaan** packages includes several short and longer-term measures for the healthcare system, including production-linked incentive (PLI) schemes for boosting domestic manufacturing of pharmaceuticals and diagnostic devices. Your Company welcomes the PLI Scheme which aims at incentivizing the setting up of manufacturing units for patented molecules/drugs in the country and world class Research & Development facility in India by global pharma companies.

The objective of PLI Scheme is to enhance India's manufacturing capabilities by increasing investment and production in the pharmaceutical sector and contributing to product diversification to innovative and patented drugs. The Scheme also aims to create global champions out of India who have the potential to grow in size and scale using cutting edge technology and thereby penetrate the global value chains. The criteria for releasing the incentive is based on minimum cumulative investment made and percentage growth in sales achieved, each year. Separate thresholds for investments and sales have been defined for each group of companies. The Scheme will be implemented by the Department of Pharmaceuticals through a Project Management Agency. The Empowered Group of Secretaries (EGoS) shall undertake periodic review of the Scheme.

The COVID-19 pandemic has also accelerated the adoption of digital technologies, including telemedicine. The **National Digital Health Mission** was launched this year with an aim to create a management mechanism to process digital health data and facilitate its seamless exchange; develop registries of public and private facilities, health service providers, laboratories and pharmacies; and support clinical decision-making as well as offer services like telemedicine.

The **Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB-PMJAY)** is the world's largest non-contributory Government-sponsored health insurance scheme that enables increased access to inpatient healthcare for poor and vulnerable families in secondary and tertiary facilities. The programme continues to make progress in terms of its population coverage and the number of healthcare institutions that offer treatment and other services to the AB-PMJAY beneficiaries across the country.

However, the adoption of the revised Health Benefit Packages (HBP 2.0) by the states has not been completed and continues to progress slowly during the current year. The AB-PMJAY has the potential to make innovative therapies available to the beneficiaries across the country. The Pharma Industry continues to engage with National Health Authority towards this goal.

Process for Revision of the National List of Essential Medicines (NLEM) and Price Controls: The Standing National Committee Medicines (SNCM) continued the process of consultation with the industry as well as other relevant stakeholders on the NLEM. However, the deliberations have been slowed due to the continuing pandemic situation in the country. We understand that the NLEM-2021 preparations are in its final stages and may be announced soon. Your Company as well as various industry associations have made representation to the SNCM, providing evidence-based arguments for consideration. The industry has represented to the Government to delay the review, finalization and notification of the NLEM since the industry has been involved in ensuring the manufacture and supply of medicines in the pandemic.

Intellectual Property Rights (IPR) Protection: Your Company advocates for strong IPR protection for innovative companies. The Industry has been in discussion with the Government on various IPR issues at different forums and has raised concerns on pending reforms. Some progress around enforcement of IP which is voluntary, and reduction of patent grants time frame have been steadily improving. However, challenges around lack of clarity around certain sections of the Patent Act which pose a challenge to IP protection and unauthorized exports of

patented molecules from neighboring countries into India remains an area of concern.

Advancing discussions with the Government on Pfizer-BioNTech COVID-19 vaccine: The Government of India has constituted a National Task Force on COVID-19 vaccine under the NITI Aayog and the Ministry of Health and Family Welfare. Your Company continues to engage with this Task Force and the Government to make the Pfizer-BioNTech vaccine available for use in the Country.

Regulatory system strengthening: The Central Drugs Standards and Control Organization (CDSCO) has embarked on three-year action plan to transform the Indian regulatory system to Stringent Regulatory Authority (SRA), as outlined by World Health Organization and at par with the International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use (ICH).

Overall, the operating environment in India was defined by an immediate and short-term focus to resolve COVID-19-related bottlenecks and minimise disruption of manufacturing, supply chains and availability of medicines. The regulatory authority of India has adopted multiple agilities including local testing waivers, special import permits, relaxation in import criteria's and emergency use authorisations to vaccines and therapeutics for use in COVID-19. Overall, it is expected that the internationally aligned practice adopted by Indian regulatory authority will continue to be part of regulatory ecosystem.

UPDATE ON REVIEW OF STRATEGIC ALTERNATIVES FOR PFIZER'S UPJOHN BUSINESS

Pfizer Inc., USA had announced on July 29, 2019, that it had entered into a definitive agreement to combine its Upjohn Business which consists off-patented branded and generic established medicines with Mylan N.V., thereby creating a new global pharmaceutical company, viz., Viatris Inc. It may be noted that six brands currently marketed by Pfizer Limited in India, viz., Lyrica, Amlogard, Daxid, Dilantin Viagra & Celebrex are expected to be a part of this combined entity. While the global transaction closed in November 2020, certain markets, including India, have not been transitioned to Viatris. This local transition is expected to be concluded in the financial year ending March 31, 2022, subject to receipt of all regulatory approvals.

UPDATE ON REVIEW OF STRATEGIC ALTERNATIVES FOR GLOBAL CONSUMER HEALTHCARE BUSINESS

Pfizer Inc., USA had announced on October 10, 2017, that it was considering a review of strategic alternatives for its Global Consumer Healthcare business. Further to this, in December 2018, Pfizer Inc. had announced the formation of a joint venture between Pfizer Inc. and GlaxoSmithKline Plc. to create a premier global consumer healthcare

company with robust iconic brands. On July 31, 2019, Pfizer Inc completed the transaction in which Pfizer Inc and GlaxoSmithKline (GSK) combined its respective consumer healthcare businesses into a new consumer healthcare joint venture that operates globally under the GSK Consumer Healthcare (GSKCH) name.

Subsequent to GSKCH's deliberations on Pfizer Consumer Health (PCH) India business, Pfizer Limited was requested to take appropriate steps to wind down the PCH business in India. This included two brands - Anacin (a non-narcotic and anti-pyretic product) and Anne French (a depilatory cream).

Your Company thereafter completed the wind down activities. The compensation of ₹27.5 Crore derived based on the fair value of Pfizer Consumer Healthcare Products as determined by the independent valuers along with the wind down cost of ₹11.6 Crore will be received by the Company.

THANE PLANT – BUSINESS TRANSFER AGREEMENT

In September 2015, the Company entered into a Business Transfer Agreement (BTA) for transfer of the Company's manufacturing facility at Thane as a going concern. The BTA will be concluded upon receipt of all necessary approvals.

REVIEW OF OPERATIONS:

COVID-19 impact on Business Operations:

While healthcare and health delivery system in the country continue to be under tremendous stress, especially during the second wave of COVID-19, your Company has put in place several proactive measures to ensure uninterrupted supply of essential medicines to the patients. The Company's state-of-the-art Goa Plant continues to remain operational at its usual capacity while strictly following the protocols on social distancing and providing safe working environment to its workforce at the Plant. Our Field colleagues adopted a hybrid model to engage with customers and healthcare professionals using a mix of virtual and in-person interactions. This helped ensure continued engagement with all external stakeholders while preventing the pandemic from adversely affecting our most important duty – making our medicines available to those in need.

To control the spread and transmission of corona virus, all colleagues under non-essential functions of your Company continued to work from home. Several measures were put in place for communications, technology and productivity improvements to help employees cope with this change. As a responsible corporate citizen, your Company made significant contributions to support Government, health department and public healthcare workers as part of its COVID-19 CSR initiatives.

During the year under review, your Company stood by its Stockists and their employees, who selflessly dedicate their services as a shining example of the nobility of the profession of healthcare. The Company partnered with a leading insurance and risk management service firm, to provide its stockists and their employees a **special complimentary COVID Insurance Cover** to take care of COVID-19 treatment costs for a period of one year. This has benefitted approximately 18,000 Stockists and their employees across the Country.

The Company also rolled out several initiatives for its employees during these challenging times by way of COVID care insurance including home quarantine cover, telemedicine tie-up, employee assistance programme, etc. The Company also created a task force comprising of senior leaders and representations from the field across the country for providing assistance to employees in case of immediate medical needs. Your Company also granted a week's leave to all employees under non-essential functions to take break from work during these stressful times and recharge their energies.

Business Operations:

Your Company's commercial operations are conducted through distinct business units that focus on clearly defined therapeutic areas. Between these business units, your Company collectively addresses 15 therapy areas with a portfolio of over 150 products that include therapeutics and vaccines.

1. Vaccine:

Your Company's Vaccine business focuses on a pneumococcal conjugate vaccine - Prevenar 13. This vaccine provides broad coverage against the most prevalent 13 serotypes of streptococcus pneumoniae. Prevenar 13 is now ranked 16th in the Indian Pharma Industry (March 2021). Prevenar 13 is truly the only vaccine for all age groups, as the Drugs Controller General of India in May 2021 has granted approval for 18-49 years age group in addition to the pediatric, adolescent and 50 plus age group.

Your Company continues to enjoy a leadership position in the pneumococcal vaccines market with a share of 55.4%. It is committed towards creating awareness, education and make vaccines available so that more individuals can be protected against devastating pneumococcal infections.

To support Healthcare Professionals (HCPs) with robust scientific updates and global best practices, your Company conducted multiple experience-sharing initiatives by enlisting the support of international speakers.

The Company undertook various initiatives to win the digital race:

- Under the campaign “FIGHT PNEUMO”, your Company shared an awareness message on importance of pneumococcal vaccination amongst adults and at-risk patients. Your Company launched the Fight Pneumo YouTube Channel and partnered with Adult Vaccination Specialists (such as infectious disease specialists, pulmonologists, cardiologists, etc.) across the country to create patient awareness in nine regional languages.
- Your Company partnered with parenting health portals to create awareness and education of pneumococcal vaccination amongst parents. Your Company also integrated a toll-free number in these campaigns to help consumers get an additional information on vaccination.
- To leverage the digital presence of HCPs on various social media platforms, your Company initiated Virtual customer discovery programme to increase awareness and acceptance of pneumococcal vaccination amongst HCPs. The campaign also enabled HCPs to seamlessly get in touch with a Company representatives.

With an objective to protect the employees against pneumococcal disease, your Company initiated vaccination awareness amongst the decision makers of organisations through a unique initiative “Build your Corporate Immunity Quotient” and engaged Occupational Health Physicians of leading organisations across the country.

Availability of vaccines for adults is a critical step to complete the circle of protection. Hence, your Company partnered with approximately 100 hospitals across India to encourage them to deploy adult vaccination centers – a dedicated resource from where information on adult immunization can be obtained. Your Company has an ambition to expand such strategic partnership to protect more lives against pneumococcal disease in the future.

2. Inflammation and Immunology:

The Inflammation and Immunology vertical makes available medicines to patients suffering from chronic diseases related to immune system like Rheumatoid Arthritis, Psoriasis, Psoriatic Arthritis, Ankylosing Spondylitis and Internal Bowel Diseases. These advance therapies include drugs made from protein-cytokine, and oral therapies that manage inflammation and pain. The goal of this team is to transform the management of chronic inflammatory diseases, many of which are not well managed by existing treatment options that provide only symptomatic relief. Your Company has two products in the Rheumatology therapy area:

Enbrel is the first Tumor Necrosis Factor (TNF) inhibitor launched across the globe for chronic indications like Rheumatoid Arthritis (RA), Ankylosing Spondylitis (AS), Psoriatic Arthritis (PsA), Psoriasis (PsO) and Juvenile Idiopathic Arthritis (JIA). Till date, this auto prefilled injection that can be applied subcutaneously among all age groups, has impacted the lives of over 6 million patients worldwide.

Enbrel is currently prescribed by Rheumatologist, Dermatologist, Pediatric Rheumatologist and selected orthopedic treating physicians in India. Your Company continued to maintain the growth of this 20-year old brand through various medical marketing initiatives like Train the Trainer, Case Based Discussions and Communication campaign focusing on safety and efficacy, etc.

Xeljanz (tofacitinib), launched in India in 2016, is the first oral Janus Kinase (JAK) inhibitor, a type of medication that functions by inhibiting the activity of one or more of the Janus kinase family of enzymes, launched for chronic conditions such as RA. Being Oral Medication, it does not require cold storage, it is safer compared to TNFs and has ease of compliance.

In 2020, Xeljanz received approval for an additional indication of Psoriatic Arthritis (PsA) and active promotion to dermatologists. The launch of the new indication was managed digitally with medico-marketing initiatives such as International Speaker Webinars, Virtual Train the Trainers, Experience Sharing Meeting, Virtual Symposium in national conferences etc.

3. Internal Medicine:

In 2019-20, your Company's Internal Medicine (IM) team framed a new mission for the next five years and developed a strategic roadmap – “To deliver sustainable, market-beating growth through differentiated go-to-market strategies (GTM)”. The key shift in GTM was to create two distinct market segments: Core market, focused on specialists in the urban geographies and Multiplier market, focused on general/family physicians in the extra-urban rural geographies.

During the year under review, this shift in GTM enabled your Company to significantly maximize its presence in specialties like cardiologists, gynecologists, chest physicians, orthopedics etc. in the core geographies and increased reach and penetration in the rural and extra-urban geographies, leading to consistent market beating growth for key brands. Your Company also deployed innovative digital channels to improve trade

engagement (retail, semi-stockist, stockist) across core and multiplier markets and ensure availability of key medicines for the patients, especially during lockdown.

Respiratory Portfolio:

Your Company has presence in the Respiratory portfolio with Cough, Oral Corticosteroids and Smoking Cessation therapies. The flagship brand Corex Dx has maintained leadership position in the dry cough Respiratory Portfolio Market with 18.1% value market share. One of the major initiatives taken during the year was ‘cough the right way’ – a campaign that aimed to create awareness and educate patients on good practices to be followed to avoid spread of infections. As part of future growth strategy, your Company continues to focus on building brands in the productive cough segment with line extensions of Corex LS and Corex LS Junior.

During the year, there has been continued focus on the smoking cessation drug Champix with launch of #BreakTheStick campaign. The campaign was initiated by your Company in November 2020 with the aim to create an ecosystem to support smokers looking to quit smoking, while also enabling more primary care physicians to address smoking cessation successfully. A detailed omni-channel programme aided outreach to over 1,00,000 consumers, with 14,000 engaging on the microsite-quittoday.in for a deeper understanding of the therapy, and over 330 smokers going through with an actual online consultation. The HCP engagement arm of the programme, designed for primary care physicians and chest physicians, empowered over 2500 doctors through more than 25 Key Opinion Leader (KOL) advisory and certification programs.

Vitamins Portfolio:

Your Company's flagship brand Becosules continues to lead and shape the B-complex vitamins market with growth of 32%. With a legacy of more than 60 years, the brand is still growing faster than the market with an Evolution Index (EI) of 103, which has resulted in moving its market share to 75.1%. Continuous focus on expanding the prescriber base, increasing consumer demand and innovative channel initiatives have been the key pillars to strengthen brand's leadership.

With Becosules getting the over the counter (OTC) brand status coupled with the new GTM model helped your Company to expand its retail reach. Your Company also drove aggressive retail engagement and connect at approximately 50,000 chemist outlets and build consumer awareness to help them Boost Immunity with Becosules.

Over the years, Becosules has expanded its range to cater to needs of different patient types with Becosules Z focused on providing Immunity, Becosules Performance to combat Oxidative Stress in Co-morbid patients, Becosules Syrup and Becosules Junior for children and Becosules Women in nutritional needs for women.

Neuroscience and Cardiovascular:

Your Company's Neuroscience portfolio represents multiple brands that are leaders in their respective segments. Pacitane (Trihexyphenidyl) leads in its therapeutic category with 68% market share with 13% growth over last year. Ativan (Lorazepam) is the second largest anxiolytic brand in the Benzodiazepine Tranquilizer market growing at 14.6%.

The Cardiovascular (CV) team operates in the anti-hypertensive segment with its brands Minipress XL and Targit Range. Minipress, the leading brand in the market, for uncontrolled hypertension has maintained its market share at 43.9% with growth of 8% and EI of 101. Your Company continued its engagement activities in the area of uncontrolled hypertension through medico-marketing initiatives with physicians, nephrologists and cardiologists.

Eliquis:

Eliquis® (Apixaban) a Factor Xa Inhibitor Anticoagulant is a leading oral Anticoagulant, predominantly prescribed by cardiologists, cardio like physicians and orthopedic surgeons. Eliquis is the leader in the Novel Oral Anti-Coagulants (NOAC) Market, with an EI of 125 and it grew by 69% over last year same period as per MAT Mar 2021.

During the year under review, the team has bought in extraordinary reach and penetration for the brand through the new go-to-market strategies. As per this new structure, Eliquis is now promoted by two teams under one leadership, allowing for increased reach amongst consulting physicians and orthopedic surgeons while sharpening focus and coverage amongst cardiologists. This co-marketing strategy has also helped maximize geographic penetration beyond metro and tier 1 cities which enables your Company to improve lives of more patients across the country than ever before.

Your Company has been on the forefront of leading scientific education programmes like Expert Conclave, International speaker programmes, Masterclasses, AF Live webinars etc. that have helped improve the overall management of patients with Atrial Fibrillation. Over 5,000 cardiologists, cardio-like physicians and vascular surgeons have been engaged in various educational initiatives. During the year in review,

Eliquis has made significant progress to attain No 1 brand position in NOAC category.

Women's Healthcare:

Your Company's portfolio in Women's Healthcare comprises many of the segment's iconic brands, supporting important life-stages like pregnancy, menopause, reproductive health including contraception. Brands like Folvite, Autrin, Premarin and Ovril L continue to maintain their leadership position in the represented market and the consolidated portfolio continues to grow faster than the market average. Shift in go-to-market strategies and enhanced focus on gynecologists accelerated the prescription growth and now three brands in the portfolio – Folvite, Autrin and Folvite MB feature amongst the top 100 IPM brands prescribed by gynecologists.

Your Company pioneers in gynecologist education and building resources and tools for advancing better quality of care for patients, with commitment to improve maternal outcomes and reproductive health. With this objective, your Company launched its flagship programme "Partners through Parenthood" which supports gynecologists to manage patients in the 24-months journey of parenthood, at various stages including pre-conception, pregnancy and post-partum. In the first year itself, your Company engaged with over 3000 gynecologists, supporting millions of couples in their parenthood journey. Various scientific educational modules in partnership with reputed national and international societies like The Federation of Obstetric and Gynaecological Societies of India, Royal College of Obstetricians and Gynaecologists, Spina Bifida Foundation and patient awareness programmes have been developed to drive this initiative, leveraging innovative digital channels.

These patient-centric programmes have paved the way for your Company to maintain leadership position in the represented market and impact patient lives.

Gastric portfolio:

Your Company has presence in gastroenterology segment with brands like Nexium, Gelusil and Mucaïne. The focus of our Esomeprazole Proton Pump Inhibitor (PPI) - Nexium, has been on delivering excellence by driving strong in-clinic focus at key specialties including gastroenterologists and orthopedicians. Your Company launched Gastroesophageal Reflux Disease (GERD) Clinic, Pfizer's first ever annual initiative to reach more than 10,000 HCPs and drive GERD awareness. Your Company has intensified focus on nursing homes and small hospitals that have helped sustain momentum. Nexium D, launched in 2019, continues

to build growth for the brand and has been positioned to drive differentiation by targeting patients with symptoms related to Refractory GERD.

Other leading brands such as Gelusil and Mucaïne have further entrenched your Company's dominance in the gastric segment. Gelusil has strengthened its presence in the Antacid category with growth of 24% and increased market share to 24%. This was fueled by the shift in GTM and innovative consumer initiatives to increase demand and channel initiatives for distribution penetration. Consistent, innovative and aggressive consumer visibility and retail engagement at approximately 30,000 chemist outlets helped the brand connect with consumers directly along with Radio campaigns. The objective is to make Gelusil a part of consumer lives and establish Heartburn and Acidity synonymous with Gelusil. Mucaïne gained prescriptions amongst multiple specialties including gynecologists, gastroenterologists, leading to prescription leadership in the liquid antacid category.

Pain and inflammation portfolio:

Your Company has a pronounced presence in the pain and inflammation category with brands Dolonex (Piroxicam) and Wysolone (Prednisolone). Both are legacy brands with more than 40 years of presence in India and are leaders in their respective categories, having impacted lives of more than 10 million patients in the Country. Dolonex DT and Wysolone both have a strong EI of 101 and 112 respectively indicating that they are growing faster than the market. Your Company has continued its engagement activities in osteoarthritis (OA) and low back pain (LBP) through medico-marketing initiatives with orthopedicians and physicians on treating OA and LBP.

The portfolio expanded in December 2020, with the introduction of Dolonex E (Etoricoxib) for the treatment of osteoarthritis. Your Company plans to further expand the portfolio to provide a range of solutions for management of osteoarthritis.

During the year under review, the team partnered with a technology-driven digital solutions organisation to promote already-established brands in tier-2 and sub-tier 2 markets for wider reach and penetration of the Company's products. The team also synergized operations for over-the-counter brands like Becosules and Gelusil to leverage the digital expertise of the partner organisation.

4. Hospitals

Your Company's Hospitals business unit focuses on institutions such as hospitals and nursing homes with

an advanced anti-infectives and sterile injectables portfolio.

Pfizer's original breakthrough innovative and patented drug Zavancefta 2gm/0.5gm (ceftazidime-avibactam) has recorded an exponential growth driven by increased uptake across more number of hospitals. This novel drug is indicated for the management of hospital-acquired pneumonia including ventilator-associated pneumonia (HAP/VAP), complicated intra-abdominal infection (cIAI) and complicated urinary infection (cUTI) in adults. The emergence and spread of carbapenemase-producing pathogens are a concern and has highlighted the urgent need for new antimicrobial agents.

Community-acquired Pneumonia features second in the list of most common cause of mortality due to infectious diseases in India with 25% mortality rate in the ICU. With its activity against Streptococcus pneumoniae, which is associated with a significant burden of the disease, Zinfo, (ceftaroline fosamil) a novel cephalosporin, provides the benefit of early response. Zinfo is indicated for treatment of adult patients with community-acquired Pneumonia.

The Team believes that these products are an excellent example of how your Company is focusing on key therapeutic areas to achieve our purpose of bringing breakthroughs that change patients' lives. This is aligned with our commitment to significantly improve our scientific and commercial innovation rates and to deliver medicines faster to the world.

The category also has a strong presence across the anti-bacterial continuum, ranging from beta-lactam/beta-lactamase-inhibitor (BL/BLI) products to high-end anti-bacterial products. Amongst these, Magnex is the leading brand with 4.3% market share by value in the represented market segment. In 2017, the team acquired and launched the brand Meronem, an injectable antibiotic indicated for the treatment of serious bacterial infections which are difficult to treat due to resistant pathogens. Meronem enjoys close to 5% market share by value in the represented market.

During the year under review, this business unit made significant progress to attain its "Leadership in Hospitals" goal. Several interventions were made to consolidate this leadership position, including roll-out of Antimicrobial Stewardship programmes to encourage appropriate use of antibiotics in hospitals which has been identified as a key requirement for hospitals across. The Hospital category also engaged with stakeholders beyond doctors in the hospital to gain collaborative insights to become value partners for these institutions.

DIGITAL MARKETING

Your Company is dedicated to delivering new and innovative solutions in Digital Marketing. During the year under review, the initiatives continued to focus on scaling Reach and Frequency with HCPs and provide credible human health information to patients and caregivers.

The Vaccines adult portfolio has leveraged the power of partnerships by engaging third party e-pharmacies and build therapy awareness to deliver approximately 8.5 million reach and over 45,000 visitors. Content marketing for Vaccines portfolio on YouTube channels yielded approximately 10 million views and over 1,25,000 website visits. The Team has undertaken social media community building efforts for patients and caregivers on 'All About Arthritis' Facebook page and engaged over 5,000 viewers with innovative Facebook Live interactions with HCPs.

Your Company's Digital Marketing efforts sustained the impact by the COVID-19 pandemic, where your Company has virtually reached over ~2,30,000 HCPs across specialties on third party online initiatives. Further, your Company delivered over ~1.5 million communication impression to covered and uncovered HCPs across online marketing platforms.

MANUFACTURING OPERATIONS

Overview:

Your Company's manufacturing operations are carried out in full compliance with local laws and in line with the stringent Global Pfizer Quality and EHS standards. Your Company has taken stringent measures to ensure that there is no disruption in production due to the COVID-19 pandemic while ensuring all employees maintain a social distance of minimum two meters during manufacturing operations and transportation. Other measures including daily thermal screening of all employees entering the site, provision of mask for all employees and placing of sanitizer dispensers across the site, are being followed. Your Company's plant in Goa was categorized as an 'essential service' and thus remained operational even during the lockdown.

People

Over the past year, your Company conducted several programs and initiatives to train and motivate employees to deliver best-in-class performance, including Integrated Manufacturing Excellence Program (IMEx) for leaders and all employees, Six Sigma Green Belt training and Operational Excellence trainings.

Environment Sustainability

Your Company's continued focus on renewable resources has created an excellent model for environmental sustainability through which effort is made to reduce waste and a strong emphasis is put on conservation of

resources across manufacturing site. The Goa Plant follows stringent global safety, environmental health and hygiene requirements.

Your Company installed one 72 KW Solar Photovoltaic Renewable Energy Plant in addition to 50 KW Solar Energy plant installed last year. Your Company is planning to install another 117 KW Solar energy plant in the coming year.

The Plant continued its drive towards energy conservation initiatives including replacement of old manufacturing operations machines with high-efficiency machines thereby reducing energy consumption. The site also replaced old dehumidifiers with new generation high efficiency units to conserve energy. These initiatives have resulted in significant reduction in power consumption and carbon footprint.

MEDICAL AFFAIRS

In the year under review, the Medical team thought big and focused on what mattered while delivering the first-in-class science. The team gathered meaningful insights and conducted various digital medical education initiatives – also in partnership with medical associations – to update HCPs on recent advances in diverse therapy areas. These initiatives helped bridge the knowledge and practice gaps among the HCPs leading to better patient outcomes. The team increased the share of scientific voice through publications and various data generation activities addressing the unmet medical need. Overall, the team led the conversation with ‘Patients First’ mindset and confidence that ‘Science Will Win’.

As part of Medical education initiatives, the Team conducted eight regional international speaker programmes for the Vaccine business. The team also trained over 80 key opinion leaders on Pneumococcal sero-epidemiology. It virtually connected with over 1,700 Key Opinion Leaders (KOLs) across different specialties as part of Continuing Medical Education (CME) speaker briefing and query resolution and conducted virtual advisory board meetings on Pneumococcal disease and its prevention in cardiology practice.

The team partnered with medical professional associations for nurses (CCNS) and pharmacists (IPA), and management of fungal diseases (FISF) and continued Antimicrobial Testing Leadership and Surveillance (ATLAS) at ten institutes pan India. The team also conducted advisory board meetings to bring forth insights on Anti-Microbial Stewardship (AMS) implementation and the evolving role of newer anti-infectives like Ceftazidime-Avibactam with ID specialists, intensivists, microbiologists, pharmacists, and nurses. Survey was conducted to understand the perceptions about Ceftaroline fosamil.

In the pursuit of expanding access to a larger set of deserving patients, Board of Health approvals were received for (cSSTI) for Zinforo and Bacteremia associated with HAP/VAP, cUTI, cIAI for Zavicefta.

The project ‘Pfizer Orbit: The AMS Revolution’ has been initiated with the vision of reducing Anti-Microbial Resistance with sustainable AMS practices (inclusive of education/digital solution/and monitoring) with a tiered approach adapting to the unmet needs of the hospital.

To strengthen your Company’s leadership position in private hospitals, the team conducted programmes (Pharmacy Academia and Nursing Academia) in nine key institutes across India, training over 130 pharmacists. Basis insights on the lack of training in ventilation, ‘Simulation based Ventilation’ workshops were conducted for 350 junior intensivists across the Country.

The Team also collaborated with The Indian Association of Dermatologists, Venereologists and Leprologists (IADVL)—the national dermatology association with 13000 dermatologists to accelerate uptake of tele-dermatology and update clinicians through online E-dermatology educational modules on disease management and digital forums.

The Medical team connected through “IN IT TOGETHER: Medical to Medical updates” fortnightly to reach over 75 rheumatologists and Dermatologists covering recent safety updates in Rheumatology with guideline updates and Pfizer’s efforts in COVID 19 pandemic.

The entirely virtual launch of Xeljanz Indication expansion on Psoriatic arthritis helped us to reach out to more than 500 dermatologists through a National IADVL launch symposium and key rheumatologists across the country.

The team also conducted four medical advisory board meetings with psychiatrists, chest physicians, orthopedic surgeons, cardiologists, nephrologists, and gastroenterologists, and gathered insights into the current gaps in awareness about relevant therapy areas, and how to address these gaps for better patient outcomes. The team also gathered and provided insights on new clinical evidence on oral anticoagulants such as ARISTOPHANES and CARAVAGGIO studies, delivering first-in-class science to the specialists.

The Medical team successfully completed the first pharmacoeconomic study of oral anticoagulants in stroke prophylaxis in AF from healthcare provider’s as well as patient’s perspectives in India. The team had a publication on “Multidisciplinary consensus document on the management of uncontrolled hypertension in India” in the journal – High Blood Pressure and Cardiovascular Prevention.

HUMAN RESOURCES

The year 2020-21 has been unprecedented in many ways-not only did it redefine ways of working, it also had an everlasting impact on many of our business imperatives. Even during such trying times, your Company responded with agility ensuring safety and well-being of our employees while maintaining business continuity.

With Indian business landscape shifting towards innovative pharma and a significant strategic shift in terms of go-to-market strategies, Access and Affordability and Digital, your Company is focusing more on Organization structure which is Fit for Purpose, Bridging Capability Gaps, innovative means of Talent Engagement and leading from the front. Overall, the HR team focused on five key priorities:

A. Fit for Purpose Org Design

Your Company globally has been undergoing transformation to become a science based, innovative and patient focused organization. The objective of this transformation is to simplify the way we work which will allow us to concentrate on our priorities, take decisions faster and always be a step ahead.

As part of Reimagining the Way we Work, your Company’s HR function is now taking on a broader remit of Colleague Experience and will not only be responsible for Human Resources Strategies but also for Workplace Solutions and Internal Communications. This consolidation of resources under one function will drive the global vision of a more seamless working experience for all our colleagues.

Consequent to this change, your Company’s HR function partnered with other critical Enabling functions like Corporate Affairs, Legal and Finance teams to support them in having the right design and structure which can then be leveraged to build an agile and purpose driven organization. The HR function also closely collaborated with Commercial teams to effectively execute their go-to-market strategies. Within Internal Medicine business, as part of their new operating model, your Company will now focus on mandated brands to deliver sustainable and consistent growth. As a result of this strategic shift, successful transition of colleagues was achieved through redeployment while ensuring business continuity and also extending maximum possible support to the colleagues.

B. Talent Attraction & Engagement:

Co-creating our Employee Value Proposition (EVP): In line with your Company’s Bold vision of Unleashing the Power of our People and making Pfizer an amazing work-place for all, the team started the journey of building and strengthening our Employer Brand in the Indian pharma industry. The team tied up with a leading digital media agency to collaborate in crafting our Employee Value Proposition while also having our internal employees acting as champions of the change by voicing their ideas and perspectives. The newly crafted Employee Value Proposition campaign will bring alive the tenets of your Company’s Purpose and Values in the narrative and will proclaim as an Employer of Choice in the marketplace.

Sales Career Architecture: Keeping with the commitment of developing internal talent and creating holistic experience for our employees, your Company had revamped the Sales Career Architecture for sales colleagues’ basis the feedback received. The core purpose of the revamped Sales Career Architecture is to build a future ready organization, with a workforce which has rich experience, skillsets and agility to consistently win in the marketplace. The Sales Career Architecture enables employees to take charge of their career development while also instilling ownership and accountability at the Manager level. The identified set of high potential colleagues are then put through a structured learning journey to enable them to make a successful transition into the next level roles.

Breakthrough Benefits: Your Company is committed to build an amazing workplace where colleagues can bring their best version of self to work every day. Subsequently, your Company has launched various Breakthrough benefits with a focus on providing flexibility and support to the diverse needs of our colleagues. These benefits aim at making Moments That Matter to our colleagues and their family more special. In line with this, your Company made changes in the Paternity Leave and increased the duration to 2 weeks as compared to 5 days earlier. Your Company also introduced *Bereavement Leave* for 10 days for colleagues to avail time off on account of an unfortunate event of death of an immediate family member. Additionally, *Elective Public Holiday* was launched to celebrate our country’s diversity by giving flexibility to our colleagues to opt for 2 Elective Public Holidays basis their cultural and religious importance.

Pfizer Immunization Program: Your Company has always been committed to overall health and well-being of its’ colleagues. This became even more significant in the current challenging times of Covid-19; in order to ensure that the employees and their families continue to stay safe and protected in such times, your Company has launched Pfizer India Immunization program to build our Corporate Immunity Quotient. This program provides access to Quadrivalent Flu Vaccine and Pneumococcal Vaccine to all colleagues in India and their eligible dependents by reimbursing the cost of vaccination.

C. Building Capability

Leadership Effectiveness Journey: Your Company tied up with a leading Management Consulting firm to co-create a transformative journey for the Leadership Team to be aligned to the strategic changes in the long-term vision of the organization. The program focuses on how to make our leaders more effective in terms of Growth Mindset, Agility and Complexity,

Empowering and Collaborating and most importantly building new Leaders. The journey which started in November 2020 with the diagnostic phase had the entire Leadership team going through an exhaustive survey and Behavioral Event Interviews. The objective of the diagnostic phase was to evaluate factors associated with highly effective top leadership teams of an organization. At this stage, the program is now moving into the Action phase with multiple workshops being scheduled with the Leadership team to build leaders for the future.

Talent Planning: As your Company starts focusing on its' long term strategy of being a science and innovation based organization, it is vital that we identify Mission Critical roles that will play a determining role in our success story and place the right talent in those roles. With this objective in mind, the Talent Planning approach was revamped shifting its' focus from the individual to the role. This approach enables us to assess any gaps and craft a holistic Build/Buy/Borrow Talent plan to meet talent demands of the new agile organization. This approach would tie in with creating customized learning and development plans focused on building key experiences that will lead to successful outcomes.

D. Diversity Equity, and Inclusion

Leadership Commitment: Diversity, Equity and Inclusion is a key area of focus for your Company and it is our constant endeavor to make Pfizer Limited a truly diverse and inclusive workplace. Towards this, your Company has prioritized Gender Diversity as a core area of focus and the Leadership team has taken significant measures to enable building gender diverse teams. There are two significant goals that have been carved out in this area:

- Increase women representation in the field force to 10% as compared to 7% today
- Increase women representation in Leadership Team to 20% as compared to 14% today

Your Company has also introduced Differentiated Rewards for Diversity Hiring. As part of this initiative, your Company's referral policy was made more lucrative encouraging women colleagues to refer women peers for field roles and earn double the referral amount. Additionally, your Company also created a differentiated reward scheme for Internal Sourcing team to create a pipeline for diversity profiles for field roles.

Your Company exhibited strong Leadership Commitment to its' Diversity, Equity & Inclusion agenda in the expansion hiring project for Hospitals and Vaccines team. The expansion saw business and HR teams coming together to champion the cause of Diversity & Inclusion and were able to successfully on-

board 100% diversity talent for Vaccines team and 51% diversity talent for Hospitals team.

Transition Coaching:

Your Company understands the significance of not only getting diverse talent on-board but also creating an enabling work environment for them where they get to be at their professional best. As part of this objective, your Company had launched Transition Coaching framework for high potential women leaders taking up new and challenging assignments. In this regard, we partnered with a leading Consulting firm to provide access to external coaches for the identified set of women colleagues. A three-month coaching journey was crafted specifically for these colleagues in discussion with their managers to enable these women leaders to make a successful transition and setting up them for success in their new roles.

Courageous Conversations:

It is important for us that our colleagues feel safe and included as part of the organization. This is also in alignment with Pfizer Values of Courage and Equity, where every person deserves to be seen, heard, and cared for and should be able to Speak Up without any fear. To build a culture of inclusivity, your company globally has initiated a series of dialogue called Courageous Conversations. This workshop focuses on creating a safe space for colleagues where they can share their stories without the fear of judgement. Your Company conducted a workshop with the India Leadership team inviting them to share their Only One stories as part of initiating culture building in this context. These sessions will now be taken forward by the leaders with their respective teams.

E. Create Room for Meaningful Work

HR Digital Assistant: Your Company is continuously striving to create room for meaningful work by identifying opportunities through technology and innovation to digitize the existing HR processes. With regards to this, your company has launched HR Digital Assistant – a chat bot which is now enabling managers to become self-sufficient in completing day to day transactions pertaining to critical life-cycle events of the colleagues without any dependency or support. With managers being the last mile experience of Pfizer for colleagues, HR Digital Assistant has been able to create an employee experience which is enriching and holistic.

HireVue & HiredScore: Your Company has made significant progress in automating its' Talent Attraction process. In this regard, your Company has introduced tools like HireVue and HiredScore to automate the screening and interview process and simplify the overall hiring cycle for the Hiring Manager as well as the candidates. HireVue launch was accelerated to

ensure seamless transition to digital interviews as pandemic induced realities forced us to move away from in person interactions. To further simplify the ways of working, the Internal Recruitment team was introduced in Q3 of 2020 to standardize the internal hiring process and to act as a one stop solution for all internal movements.

LEGAL

Your Company's Legal Division is committed to providing pragmatic solutions in line with the legal and commercial interests of the Company. Being a specialized department, the Legal Division works proactively with the business to drive compliant and innovative business ideas, strategies and programs right from inception and thereby promotes your Company's commitment to Patients First.

During this pandemic phase, the Legal Division continues to forefront solutions with the business with digital initiatives to enhance reach to physicians and awareness to patients leveraging technology.

Few of the areas where the Legal Division played leadership role during the year under review include:

- Spearheading litigation against infringers and protecting the IP rights and entitlement of your Company.
- Guiding the business across Digital initiatives to enhance reach to physicians and awareness to patients using technology.
- Constant support for Projects across divisions and enabling functions.
- Mitigation of risks associated with Company's business operations and intellectual property rights.
- Defending the Company against litigation as well as pro-actively initiating litigation, wherever necessary, to ensure that your Company is insulated from operational risk.

BIOPHARMA OPERATIONS GROUP (BOG)

As part of Pfizer's REIMAGINE project, the erstwhile Global Commercial Operations (GCO) group, undertook a transformational journey to reorganize itself and its services with the sole mission of delivering 'Breakthroughs That Change Patients' Lives'. Today, this team is an evolved and stronger outfit; and an integral part of Pfizer's Commercial Operating Model called the Biopharma Operations Group (BOG).

Over the past year, BOG has been established to function as a fully integrated partner that is more capable of delivering both excellence in our essential operations services and transformational solutions that meet and exceed the ever-changing needs of our business and customers.

Operating on the four key fundamental areas of performance, scale, efficiency and simplification, this

model will empower BOG to significantly focus on creating agile and efficient teams that will deliver next generation solutions and realize the vision of our collective advantage at every opportunity.

The Biopharma Operations Group operates as three key teams:

Biopharma Ops. Partners: "integrators" – A fully-dedicated interface for business units, offering strategic partnership, business operations catalog expertise and accountability at the market level.

Enablement: "service design & delivery" - Designs and delivers strategic solutions that optimize the patient/HCP experience and ensures excellence for our customer facing colleagues

Quality: "quality management" - Develops and manages overall commercial quality strategy. Advises on all aspects of quality trends, opportunities and internal quality capabilities

During the year under review, the BOG's launched multiple global platforms and channels including Virtual Customer Communications (VCC), Rep. Triggered Emails (RTE) and Self-Service Email (SSE). It played a key role in the launch of MAPP Navigator, a streamlined policy and a global system to enable end to end meeting management (80% of day meetings) and transactions with automated controls like contracting and approvals. The team also launched Pfire-Comprehensive integrated analytics capability reporting for HCP Engagement managed by our medical representatives and the 2nd consumer microsite-Fight Pneumo.

GLOBAL SUPPLY CHAIN

Your Company's Supply Chain and Distribution orchestrates breakthroughs that change patients' lives through various interventions by enhancing the service capability across the value chain. Conscious and continuous efforts are made to develop and upgrade your Company's facilities with digital support that delivers value beyond supply through a robust, flexible and efficient distribution network comprising of 20 CFAs which oversee supplies of medicines to over 7500 stockist and 2100 institutions across India. Through this robust distribution network, the team achieved dual milestones by not only ensuring business continuity during the first outbreak of pandemic but also helping the organization meet market beating growth.

As a Supply Chain team, the focus throughout the year under review has extensively been around augmentation of the go-to-market strategies along with the commercial team to meet changing business needs. Amidst the sudden surge in pandemic situation we are ensuring uninterrupted supply of COVID-19 critical brands from different manufacturing sites across the globe and also by transferring medicines from other markets to India for meeting patient needs.

DIGITAL

The year under review has been a year like no other in our lifetime and it continued to challenge the traditional way of work. While it had unprecedented obstacles, the events over the past year brought renewed emphasis on the core values of Pfizer as we strive for “Breakthroughs that change patients Lives” how we innovate so we can lead the way in developing disruptive Digital Strategy in tackling our greatest challenges.

The year was not just about responding to the challenges posed by the COVID-19 situation. Your Company’s Digital team achieved significant milestones this year including many that were important for the Company business as a whole. The team continued to make progress on cyber security controls to ensure we are secured from external threats to our Intellectual property and mission critical information. We also provided critical support to all colleagues during the lockdown and ensured that work does not suffer for want of Digital support. We delivered many cutting solution for virtual connect with healthcare professionals and patients for the product launches, awareness, companion apps, social media initiatives, etc.

As the pandemic situation continued to pose challenges for physical visits, your Company’s thoughtful, novel and innovative means continue to augur well to connect with HCPs and patients. All the above initiatives will help in keeping your Company ahead of the pack and your Company will continue adopting innovative digital technologies and solutions to support the business.

FINANCE

The Finance Division continues to be a strong and effective business partner to provide guidance and leadership while upholding highest standards for internal controls and governance. As the colleagues transitioned to work from home and learning to adapt the new ways of working, the Finance Division ensured that all internal controls have been adhered to, in spite of working remotely without having access to physical documentation. The Division has been instrumental in driving performance, managing risks and opportunities and leading enterprise wide initiatives.

During the year under review, your Company’s Finance team partnered strongly with business in driving key projects including restructuring of the Internal Medicine Business Unit, launch of innovative medicines, wind down of consumer healthcare products and also played the role of enabler in multiple high impact business critical decisions.

The Finance Division played a key role in ensuring effective cost control measures during the pandemic times which enabled your Company to achieve one the best EBITA margins in the Industry.

The Finance Division also played vital role in ensuring uninterrupted supply of essential medicines during the challenging COVID-19 times by providing thoughtful

leadership to the Management, working capital support to the trade and driving various business decisions.

In addition to the strong business partnering, the Finance division continues to play a pivotal role in ensuring fiduciary integrity, upholding high corporate governance standards, maintaining good investor relations, institutionalizing effective internal controls and consistently driving strong business performance and financial prudence.

Internal Control Systems, their adequacy and Compliance

The Compliance Controls and Risk (CCR) team is responsible to ensure adequacy and effectiveness of internal controls through continuous monitoring. The team’s objective is to give senior management, Risk Management Committee and the Audit Committee, an independent and reasonable assurance on the adequacy and effectiveness of the Company’s risk management, control, and governance processes. This is achieved through a co-sourced internal audit model wherein audit reviews are performed through an independent Chartered Accountancy firm.

Your Company has laid down Internal Financial Controls that include a risk-based framework to ensure orderly and efficient conduct of its business, safeguarding of its assets, accuracy and completeness of the accounting records and assurance on reliability of financial information. Recently, the team implemented automated system of ‘SAP Process Control’ to track, perform and review various key controls performed across processes.

The Audit Committee has evaluated the design framework and operative assessment and deliberated with members of management and Statutory Auditors to ascertain their views or opinion. The Audit Committee has satisfied itself on the adequacy and effectiveness of the internal financial control system laid down by management. The Statutory Auditors have confirmed the adequacy of the internal financial control systems over financial reporting.

The CCR team conducts a risk assessment every year during which all risks to the Company’s objectives are assessed and mitigating plans put in place. These risks include operational, financial, regulatory, legal, business and compliance risks. All the key risks along with mitigating plans are presented and discussed annually with the Risk Management Committee and the Audit Committee.

Annually, based on the risk assessment and findings from previous internal audits, the CCR Team prepares the annual audit plan approved by the Risk Management Committee and the Audit Committee and follows throughout the year. As part of the quarterly review, status of the annual audit plan, design assessment, operating effectiveness, key audit findings and remediation status of prior findings are presented and discussed with the Risk Management Committee and the Audit Committee.

As a way of reinforcing its compliance culture, your Company has identified 70 colleagues as “Compliance Champions”

from various teams who act as first point of contact for colleagues in case they have policy related questions. These measures have ensured that your Company is well placed to drive the spirit of compliance across its stakeholders.

COMPLIANCE AND ETHICS

Ethical values and a sense of personal accountability are core to our culture and foundational to the way we work. We ensure to build and enhance a robust ethical culture so that all colleagues demonstrate integrity and make sure that Integrity is key to delivering on our commitments, priorities and strategies.

Through an effective and integrated compliance management with a robust framework (quality management system), your Company has maintained a proactive approach to manage compliance risks driving thoughtful risk taking and leadership accountability.

During the year under review, the Compliance team introduced various innovative initiatives to promote compliance culture at grassroots level through compliance champions and implemented a holistic and robust risk and compliance governance framework. The team implemented enhanced use of data analytics and technology for compliance monitoring and adherence which has led to more effective monitoring and dealing with the risks at early stages. The compliance and business processes and system have been further simplified with the use of new technology which has also led to better compliance adherence.

Your Company has a well-defined policy covering interaction with Healthcare Professionals and Government officials called ‘My Anti-Corruption Policy & Procedures’ (MAPP). The policy addresses both local legal requirements while also leveraging best practices followed in other markets. Right tone from the top by the leadership and regular training and awareness also provides frequent reinforcements of Pfizer compliance and ethics values. These measures have ensured that your Company is well placed to drive the spirit of ethics and compliance across its stakeholders.

As part of various culture enhancing initiatives, a Competition on Compliance (Compliance Champion League)-CCL introduced a new initiative called COMPATHON. The colleagues approached Compliance in a gamified manner with a virtual Compliance marathon from Mumbai to New York (NYHQ). Compliance Champions competed not only on physical step count and health activities, but also on Compliance metrics and projects. This helped inculcate Joy into Compliance learning and provided colleagues with much needed virtual fun and engagement during the pandemic.

Office of the Ombudsman

As a global best practice, your Company continue to provide support of “Office of the Ombudsman” to give guidance on grievances of Pfizer colleagues. Office of the Ombudsman provides Pfizer employees access to multiple platforms

and avenues to raise concerns and seek assistance on a variety of matters. This is designed as an ‘informal’ service – a mechanism whereby colleagues are able to ask their question in an informal atmosphere and get sound advice back on what to do and how to handle. The Office of the Ombudsman is an independent body that supplements the formal channels of grievance redressal that exist at Pfizer.

CORPORATE AFFAIRS

The Corporate Affairs Division works in the domains of Government Relations, Public Policy, External Communications, Patient Advocacy and Corporate Social Responsibility. During the year under review, the division undertook numerous policy advocacy initiatives; stakeholder engagement outreach; campaigns to build corporate and therapy area reputation and community and colleague engagement programmes.

Government Relations and Public Policy

Your Company’s Managing Director Mr. S. Sridhar was elected as the President of the Organization of Pharmaceutical Producers of India for a two-year term starting February 2021. Consequent to his assuming the President’s office, Mr. Sridhar relinquished the Chair of the Federation of Indian Chambers of Commerce & Industry’s (FICCI) National Pharmaceutical Committee for the current year. Pfizer continued as the Co-Chair of the India Pharma Committee of the Pharmaceutical Research and Manufacturers of America (PhRMA) and the USIndia Business Council (USIBC).

- a) **Engagement through industry associations and direct advocacy:** Your Company undertook direct advocacy and also engaged with different government stakeholders through industry associations such as the OPPI, FICCI, PhRMA, USIBC and US India Strategic Partnership Forum (USISPF) on several important policy level issues which have a direct impact on the business. Prominent issues which were advocated include the National List of Essential Medicines, Public Procurement Order, Drugs and Magic Remedies (Objectionable Advertisement) Act, authorised import and trade of patented medicines in India and strengthening of Intellectual Property eco-system among others. Your Company continued to participate and play an active role in leading the dialogue with relevant government stakeholders and contributing recommendations on the above-mentioned policy level issues.
- b) **Ayushman Bharat - Pradhan Mantri Jan Arogya Yojana (AB-PMJAY):** Your Company has been able to make a pitch to the National Health Authority for the inclusion of innovative therapies in the Health Benefit Packages of AB-PMJAY. The National Health Authority (NHA), the implementing arm of the government’s AB-PMJAY has shown interest in engaging with the industry and explore possibilities that would increase

the availability and access to in hospital treatments and medicines for the AB-PMJAY beneficiaries.

c) Adult immunisation: Your Company strongly believes that adult immunization against vaccine preventable pneumococcal disease should be taken up on a large scale. The World Health Organization has also recommended priority immunization against pneumonia for frontline healthcare workers and for those who at risk such as the elderly and those having co-morbid conditions. Your Company has been front ending the discussion on the need for undertaking adult immunization with both the central and the state governments. We have partnered with the US -India strategic Partnership Forum and have launched a series of round tables to engage with key stakeholders from the government, public, NGOs, patient groups, healthcare experts, consumers and the private sector to not only raise awareness about the need for adult immunization but also make recommendations which could lead to the development of a comprehensive policy at the national level for adult immunization. We also continue to explore other avenues for inclusion of adult immunization in specific government programs and by government agencies such as Ayushman Bharat and National AIDS Control Organisation (NACO).

EXTERNAL COMMUNICATIONS

Your Company continued to engage with media and other external stakeholders to share important messages pertaining to business developments and key therapies and products. The team also showcased important corporate responsibility initiatives to a wider universe of external stakeholders, including media, the HCP community, Government and industry stakeholders, through communication and participation in industry events.

CORPORATE SOCIAL RESPONSIBILITY

Your Company continued to stay true to its purpose of promoting access to quality healthcare in the country by nurturing innovation, encouraging community involvement of our colleagues and synergising efforts with government and other stakeholders for collective impact.

This year, the team continued to identify and work on projects that are aligned to Pfizer's CSR priorities as listed below:

- Encourage and support Indian innovation and Indian intellectual property with a focus on healthcare;
- Undertake awareness and access programmes ourselves or in partnership with NGOs, Government and healthcare providers in areas such as women and child health, among others;
- Support Government national and/or state programs and priorities with linkages to healthcare;

- Enlist employees as volunteers to support activities around health, sanitation and disease awareness; and
- Participate in disaster relief activities.

Your Company's flagship CSR initiatives undertaken during the year under review gained significant momentum leading to high-impact outcomes.

Pfizer along with NGO partner Americares India Foundation (AIF) has rolled out two major projects to **combat India's AMR challenges.**

- Project Parivartan** focusses on addressing the current Infection Prevention and Control (IPC) challenges in healthcare facilities. In this multi-year project, your Company is supporting the development of a model for "Institutional Capacity Building" to deliver facility-based IPC and Anti-Microbial Stewardship among 11 small and mid-size hospitals across India.
- Pfizer along with AIF, will launch an **Online Learning Platform** for healthcare workers to ensure that they have access to quality training on IPC across India. The project is currently in the initial phase of building the IPC module as per the WHO guidelines. The platform would be accessible free of cost with certification in six languages (English, Hindi, Tamil, Telugu, Malayalam and Marathi).
- The Indian Council of Medical Research (ICMR)-Pfizer collaboration aims at enhancing the existing **AMR Stewardship Program** with a focus on awareness. The project helps to address the growing threat of antimicrobial resistance (AMR) in India. As a part of the project, nine ICMR network hospitals have been adopted and being trained in AMSP (and designated as Nodal Champions) who in turn would adopt and mentor 5-10 small hospitals, both private and government, in their region with a total of 50-70 hospitals on stewardship. Separately, an additional number of nursing homes/hospitals (up to 100) may be considered only for stewardship training.

The **Pfizer-ACF (Tata Trusts) Cancer Care Project** has been set up to work with the high-risk population that require healthcare attention. Overall, this project aims to serve as a one-stop, information and support centre for patients and families at Tata Trusts' key cancer hospitals. Alamelu Charitable Foundation (ACF) was established by Tata Trusts to support the setup of a comprehensive healthcare network across India. The program is in the first Phase of its operation and includes the following:

- Health and wellness kiosks in Ranchi, Diphu, Silchar and Tirupati. The kiosks provide services such as counselling and interactive sessions on preventing cancer and

lifestyle- related disorders to reduce the risk of non-communicable diseases (NCD), counselling session for smoking cessation and prevention, screening for Oral, Cervical and Breast cancer, general physician examination and basic laboratory investigation mainly haematological, serological and bio- chemical test, etc.

- Community outreach and early detection for NCD, screening of catchment population and referral to the nearest centre
- Set-up and operationalisation of a patient referral and tracking platform
- Manage and operate a virtual patient helpdesk, complemented by one on-site patient navigator in OPD and day care centers in the four locations.

The project in its first year of operation has positively impacted lives of over 10,00,000 beneficiaries and over 1,500 healthcare workers. This project is a breakthrough in providing access and high-quality consistent care as the primary objective of the programme.

As a part of the Company's CSR initiative, your Company has partnered with NGO Doctors for You to set up **physical helpdesks at 10 high burden cancer hospitals across India.** The aim of the initiative is to improve the treatment experience for cancer patients throughout their journey by handholding them and their caregivers through the diagnosis, treatment and rehabilitation phases.

Pfizer's Healthcare Innovation Project, that started in 2015 in partnership with IIT Delhi (Pfizer-IIT Delhi Innovation and IP Program) has supported 34 Indian innovators till date. The programme's Version 2.0 is being rolled out in partnership with Social Alpha – a healthcare accelerator company focusing on supporting start-ups with specific themes in healthcare for 24 months. In 2021, the focus would be on Oncology and Digital Health. This unique partnership model is designed to provide funding, resources, expertise and infrastructure to propel India's healthcare innovations from prototype to market. The program envisages active support for venture acceleration from other market investors. The overarching objective of this programme is to nurture, support, celebrate and reward healthcare innovations that are 'Made in India'. The project funded by Pfizer would be unencumbered in nature, with all rights of innovations being owned by the innovators.

Your Company is working towards developing the village of Kaulale, Jawhar under the **Pfizer Sustainable Village Transformation Project** with BAIF Institute for Sustainable Livelihoods and Development as the implementation partner. At present work is ongoing in nine villages of the same Gram panchayat Kaulale for proposed integration of the key components for holistic village development this year to achieve several development ideals that include, but are not limited to :

- Clean drinking water and sustainability of water sources
- Quality education for all, (primary education)
- Safe food and nutritional security for all
- Safe sanitation facilities and access to quality curative and preventive healthcare services through awareness
- Livelihood security and financial inclusion
- Optimal use, management, and sustainability of natural resources and conservation of biodiversity.

Shortfall in CSR spend

The CSR funds were earmarked for five key projects – AMR Parivartan Hospital Transformation Project in partnership with Americares, Pfizer-Tata Trusts cancer care project, Village transformation project (BAIF), Pfizer-IIT Innovation Program 2.0 and Cancer helpdesks by Doctors for You.

Given the scale and scope of these projects, the programs could not utilize the full funds earmarked on account of COVID-19 pandemic. These CSR projects are long term and continuing projects which would be supported by the Company during subsequent years. Accordingly the said CSR funds are being released in a phased manner. As per the provisions of the Companies Act, the unspent CSR amount of ₹10.95 crore was transferred to a dedicated bank account from which it will be utilized within 3 years for aforementioned key projects.

A brief outline of the initiatives undertaken during the year and details of CSR projects undertaken by your Company during the financial year under review are provided in the Corporate Social Responsibility Report which forms part of this Report and annexed herewith as "Annexure - A".

WHISTLE BLOWER / VIGIL MECHANISM

Your Company has established a Whistle Blower/ Vigil Mechanism through which its Directors, Employees and Stakeholders can report their genuine concerns about unethical behaviour, actual or suspected fraud or violation of the Company's code of conduct or ethics policy. The said Policy provides for adequate safeguards against victimization and also direct access to the higher levels of supervisors. The e-mail ID for reporting genuine concerns is: 'corporate.compliance@pfizer.com'. In appropriate and exceptional cases, concerns may be raised directly to the Chairman of the Audit Committee at 'Chairman.IndiaAuditcom@pfizer.com'. No person has been denied access to the Audit Committee Chairman. A quarterly report on the whistle blower complaints received, and action taken thereon is placed before the Audit Committee for its review.

PREVENTION OF SEXUAL HARASSMENT POLICY

The 'Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013' ("the Act") seeks to protect women colleagues against sexual harassment in their workplace. Your Company has specially designed training modules to help all colleagues and contingent associates to understand what constitutes sexual harassment in the workplace and how to address it; as well as the organization's role in preventing it. A Training workshop was held in early 2020 for current and new ICC Members with the view to enable the members. Your Company has complied with the provisions relating to the constitution of Internal Complaints Committee under the Act.

The details of complaints filed and disposed of during the Financial Year under review are as under:

Sr. No.	Particulars	Number of Complaints
1.	Number of Complaints pending as on the beginning of the Financial Year 2020-21	Nil
2.	Number of Complaints filed during the Financial Year 2020-21	Nil
3.	Number of Complaints disposed of during the Financial Year 2020-21	Nil
4.	Number of Complaints pending as on the end of the Financial Year 2020-21	Nil

DIRECTORS:

In accordance with the provisions of the Companies Act, 2013, Mr. Samir Kazi, (DIN: 07184083) retires by rotation at the ensuing Annual General Meeting and being eligible, offers himself for re-appointment.

The Board of Directors of the Company at their Meeting held on February 5, 2021, pursuant to the recommendation of Nomination and Remuneration Committee, re-appointed Mr. S. Sridhar (DIN: 05162648) as the Managing Director of the Company for a further period of 5 years with effect from March 18, 2021 subject to the approval of members at the ensuing Annual General Meeting.

All Independent Directors have given the declarations that they meet the criteria of independence as laid down under Section 149(6) of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Board Performance Evaluation

The Company has devised a Performance Evaluation Framework and Policy, which sets a mechanism for the evaluation of the Board, Board Committees and Directors.

Performance Evaluation of the Board, Committees and Directors was carried out through an evaluation mechanism in terms of the aforesaid Performance Evaluation Framework and Policy.

The performance evaluation of each individual Director, the Board and Committees was carried out through deliberations. The said performance evaluation was done based on the parameters stated in the templates designed under the aforesaid Framework and after taking into consideration the guidance note issued by the Securities and Exchange Board of India.

Independent Directors' Meeting

During the year under review, one Meeting of the Independent Directors was held on June 15, 2020, without the presence of the Executive Directors and Management Personnel. At the said Meeting, the Independent Directors carried out performance evaluation of Non-Independent Directors and the Board of Directors as a whole, performance of Chairman of the Company, the quality, content and timeliness of flow of information between the Management and the Board, based on the Performance Evaluation framework of the Company. All the Independent Directors were present at the aforesaid Meeting.

FAMILIARIZATION PROGRAM FOR INDEPENDENT DIRECTORS:

Your Company has in place a Familiarization Program for Independent Directors to provide insights into the Company's business to enable them to contribute significantly to its success. The Executive Directors and Senior Management make presentations periodically to familiarize the Independent Directors with the strategy operations and functions of the Company. Your Company also circulates news and articles related to the Industry and provide specific regulatory updates to the Independent Directors on a regular basis.

A brief summary of the Familiarization Programs carried out during the year for the Independent Directors is given below:

Sr. No.	Particulars of the Programmes	Date	No. of Hours
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	4
2.	Presentation on Overview of Human Resources Function	15.06.2020	0.75
3.	Presentation on Active Pharmaceutical Ingredients Procurement Strategy	27.07.2020	0.75

Sr. No.	Particulars of the Programmes	Date	No. of Hours
4.	Presentation on Prevnar Vaccines Business	27.07.2020	0.75
5.	Presentation on Internal Medicine Business – go-to-market strategies	02.11.2020	0.75
6.	Presentation on Pfizer Inc.'s Covid-19 Vaccine Development	02.11.2020	0.75
7.	Presentation on Digital Marketing Strategy	05.02.2021	0.75
8.	Presentation on Risk Management Framework and Key Business Risks	29.03.2021	0.75
Total			9.25

NOMINATION AND REMUNERATION POLICY:

The Board has on the recommendation of the Nomination and Remuneration Committee framed a policy for selection and appointment of Directors, Senior Management, Key Managerial Personnel and their remuneration. The Nomination and Remuneration Policy forms part of this Report annexed herewith as "Annexure - B".

MEETINGS OF THE BOARD:

The details of the meetings of the Board and Committees are provided in the Corporate Governance Report which forms part of this Report and annexed herewith as "Annexure - G".

DIRECTORS' RESPONSIBILITY STATEMENT:

Your Directors make the following statements in terms of Section 134(3)(c) of the Companies Act, 2013:

- that in the preparation of the annual financial statements for the year ended March 31, 2021, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;
- that such accounting policies as mentioned in Notes 2 and 3 of the Notes to the Financial Statements have been selected and applied consistently and judgments and estimates have been made that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2021 and of the profit of the Company for the year ended on that date;
- that proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other

irregularities;

- that the annual financial statements have been prepared on a going concern basis;
- that proper internal financial controls were in place and that the financial controls were adequate and were operating effectively; and
- that systems to ensure compliance with the provisions of all applicable laws were in place and were adequate and operating effectively.

KEY FINANCIAL RATIOS:

Pursuant to the SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015, we give below the key financial ratios:

Sr. No.	Particulars	FY 2021	FY 2020
1	Debtors Turnover Ratio	14.52	12.20
2	Inventory Turnover Ratio	1.84	1.94
3	Interest Coverage Ratio	N.A.	N.A.
4	Current Ratio	2.49	3.49
5	Debt Equity Ratio	N.A.	N.A.
6	Operating Profit Margin	28%	22%
7	Net Profit Margin	23%	24%
8	Return on Net Worth	21%	15%

None of the aforementioned ratios have undergone a change of more than 25% as compared to the previous financial year.

The return on net worth is computed as net income by shareholders equity. The change in return on net worth is primarily on account of high dividend payout of ₹1,509 Crore during the year under review.

AUDIT COMMITTEE:

The details pertaining to composition of Audit Committee are included in the Corporate Governance Report, which forms part of this report.

RISK MANAGEMENT POLICY:

The details pertaining to the Risk Management Policy are included in the Corporate Governance Report, which forms part of this Report.

RELATED PARTY TRANSACTIONS:

All Related Party Transactions that were entered into during the financial year were on an arm's length basis and were in the ordinary course of business. There are no materially significant related party transactions made by the Company with Promoters, Directors, Key Managerial Personnel or other designated persons which may have a potential conflict with the interest of the Company at large.

The Company had entered into materially significant related party transactions with Pfizer Innovative Supply Point Intl BVBA, Belgium and Pfizer Service Company BVBA, Belgium for purchase of raw materials, bulk drugs and finished goods. The same are within the limits duly approved by the members at the 65th Annual General Meeting.

All Related Party Transactions are placed on a quarterly basis before the Audit Committee for approval and before the Board for consideration and noting.

The Policy on Related Party Transactions as approved by the Board is uploaded on the Company's website 'www.pfizerindia.com'. The weblink for the Policy is <https://www.pfizerindia.com/eNewsWebsite/investor/pdf/Revised%20Related%20Party%20Transaction%20Policy%20-%20Pfizer%20website.pdf>

None of the Directors have any material pecuniary relationships or transactions vis-à-vis the Company.

Pursuant to Section 134 of the Companies Act, 2013 and Rules made thereunder, particulars of transactions with related parties as required under Section 188 (1) of the Companies Act, 2013, in the prescribed Form AOC-2 forms part of this Report and annexed herewith as "Annexure - C".

PARTICULARS OF LOANS, GUARANTEES AND INVESTMENTS:

The Company has not granted any loans, guarantees and investments under Section 186 of the Companies Act, 2013 for the financial year ended March 31, 2021.

DEPOSITS FROM PUBLIC:

During the financial year under review, the Company has not accepted any deposits from public and as such, no amount on account of principal or interest on deposits from public was outstanding as on the date of the Balance Sheet.

DISCLOSURES OF ORDERS PASSED BY REGULATORS OR COURTS OR TRIBUNAL:

No orders have been passed by any Regulator or Court or Tribunal which can have impact on the going concern status and the Company's operations in future.

OTHER INFORMATION:

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo stipulated under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of The Companies (Accounts) Rules, 2014, forms part of this Report and annexed herewith as "Annexure - D".

A table containing particulars of employees in accordance with the provisions of Section 197(12) of the Companies Act, 2013, ("the Act") read with Rule 5(1) of the Companies

(Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms part of this Report and annexed herewith as "Annexure - E".

The information required pursuant to Section 197(12) of the Act read with Rule 5(2) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of employees of the Company, forms part of this Report. However, as per the provision of Sections 134 and 136 of the Act, the Report and Accounts are being sent to the Members and others entitled thereto, excluding the information on employees' particulars which is available for inspection by the Members up to the date of the ensuing Annual General Meeting. Any member interested in obtaining a copy of such statement may write to the Company Secretary at the Company's Registered Office.

The Company does not have any subsidiary company or associate company or joint venture company.

AUDITORS:

The Auditors, Messrs. Walker Chandio & Co LLP, Chartered Accountants (Firm Registration No. 001076N/N500013), were appointed as Statutory Auditors to hold office for a term of 5 (five) years from conclusion of 66th Annual General Meeting till the conclusion of the 71st Annual General Meeting subject to ratification by members at every subsequent Annual General Meeting.

The Companies (Amendment) Act, 2017 has waived the requirement for ratification of the appointment of statutory auditor by the shareholders at every Annual General Meeting. Hence, the approval of the members is not being sought for the re-appointment of the statutory auditor and in line with their resolution of appointment passed at the previous Annual General Meeting held on September 6, 2018, Accordingly Messrs. Walker Chandio & Co. LLP will continue to hold office till the conclusion of the 71st Annual General Meeting of the Company. Messrs. Walker Chandio & Co. LLP have confirmed their eligibility and submitted the certificate in writing that they are not disqualified to hold the office of the Statutory Auditor.

The Auditor's Report for the financial year ended March 31, 2021 do not contain any qualification, reservation or adverse remark.

COST AUDITORS:

Pursuant to Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, the cost audit records maintained by the Company is required to be audited. The Board of Directors had, on the recommendation of the Audit Committee, appointed Messrs. RA & Co., to audit the cost accounts of the Company for the financial year 2021-22 on a remuneration of ₹13,25,000/- (Rupees Thirteen Lakhs and Twenty Five Thousand only). As required under

the Companies Act, 2013, the remuneration payable to the Cost Auditor is required to be placed before the Members in a general meeting for their ratification. Accordingly, a Resolution seeking Member's ratification for the remuneration payable to Messrs. RA & Co., Cost Auditors is included at Item No. 5 of the Notice convening the Annual General Meeting.

Your Company is required to maintain the cost records as specified by the Central Government under sub-section (1) of Section 148 of the Companies Act, 2013. Your Company has accordingly maintained the same and has filed the Cost Audit Report for Formulations and Compliance Report for the financial year ended March 31, 2020 on December 10, 2020, which is within the stipulated timeline prescribed under the applicable regulations. The Cost Audit Report for Formulations for the financial year ended March 31, 2021 is due to be filed by October 26, 2021.

Messrs. R. A. & Co., have confirmed their eligibility to be the Cost Auditors and have been appointed to conduct Cost Audit of the Company's records for the financial year ending March 31, 2022. The remuneration is subject to ratification by the shareholders.

SECRETARIAL AUDIT:

Pursuant to the provisions of Section 204 of the Companies Act, 2013 and The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company has appointed Messrs. Saraf & Associates, a firm of Company Secretaries in Practice to undertake the Secretarial Audit of the Company. The Secretarial Audit Report forms part of this Report and annexed herewith as "Annexure - F". The Secretarial Audit Report for the financial year ended March 31, 2021, does not contain any qualification, reservation or adverse remark.

ANNUAL SECRETARIAL COMPLIANCE REPORT

The Company has undertaken an audit for the financial year 2020-21 for all applicable compliances as per SEBI Regulations and Circulars/Guidelines issued thereunder. The Annual Secretarial Compliance Report has submitted to the stock exchanges within 60 days from the end of the financial year under review. The Annual Secretarial Compliance Report is available on the Company's website at www.pfizerindia.com

COMPLIANCE WITH SECRETARIAL STANDARDS:

Your Directors confirm that the Secretarial Standards issued by the Institute of Companies Secretaries of India, as applicable to the Company and which are mandatory in nature, have been duly complied with.

ANNUAL RETURN:

Pursuant to Section 92(3) read with Section 134(3)(a) of the Companies Act 2013 and rules made thereunder, the Annual Return of the Company as on March 31, 2021 in Form MGT-7 is available on the Company's website at https://www.pfizerindia.com/eNewsWebsite/investor/financial_results.aspx

RESPONSIBILITY REPORTING:

A Report on Corporate Governance along with a Certificate from Messrs. Walker Chandio & Co LLP, regarding compliance with the conditions of Corporate Governance as stipulated under Regulation 34(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 forms part of this Report and annexed herewith as "Annexure - G".

A Business Responsibility Report as stipulated under Regulation 34(2) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, describing the initiatives taken by your Company from an environmental, social and governance perspective, forms part of this Report and annexed herewith as "Annexure-H".

CAUTIONARY NOTE

Certain statements in respect to Management Discussion and Analysis may be forward looking and are stated as required by the applicable laws and regulations. The future results of the Company may be affected by many factors, which could be different from what the Directors envisage in terms of future performance and outlook.

ACKNOWLEDGMENTS

Your Directors would like to place on record their sincere appreciation for the support and assistance extended by the Company's suppliers and business associates. Your Directors are thankful to the esteemed shareholders for their continued support and the confidence reposed in the Company and its Management.

Your Directors wish to place on record their appreciation for the support and guidance provided by its Parent Company, Pfizer Inc. USA.

For and on behalf of the Board of Directors

Mumbai, May 26, 2021

**R.A. Shah
Chairman
DIN: 00009851**

Annexure-A Corporate Social Responsibility

1. Brief outline on CSR Policy of the Company:

At Pfizer Limited (the "Company" or "Pfizer"), we constantly strive to positively impact the health of people throughout the country. In India, for seven decades, we have strived to serve our community by setting the standard for quality, safety and value in the discovery, development, manufacture and delivery of medicines. Your Company through its Corporate Social Responsibility ("CSR") Policy encourages stronger commitment from the organization and employees towards the society to address the healthcare challenges of the country. The Policy applies to all CSR programs/projects of the Company and has been prepared keeping Pfizer's own core competence and priorities in mind. The policy also aims to align your Company's CSR interventions with the healthcare priorities of the Government of India and other stakeholders working with similar mandates. In doing so, it would be the endeavor of your Company to synergize its CSR initiatives undertaken by various functions/divisions within one unified strategic umbrella. The CSR Committee acts in an advisory capacity to the Board and Management with respect to policies and strategies that affect your Company's role as a socially responsible organization. The CSR Committee ensures that the implementation, monitoring and impact assessment of the projects is in compliance with the CSR Objectives and Policy of your Company.

2. Composition of CSR Committee

Sl. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Mr. Pradip Shah	Chairman- Independent Director	3	3
2	Mr. S. Sridhar	Member – Managing Director	3	3
3	Mr. Milind Patil	Member – Executive Director - Finance & CFO	3	3
4	Mr. Samir Kazi	Member – Executive Director - Legal	3	3

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company. –

- Weblink for composition of CSR Committee and CSR Policy: <https://www.pfizerindia.com/eNewsWebsite/investor/pdf/Corporate%20Social%20Responsibility%20Policy.pdf>
- Weblink for CSR Projects approved by the Company: <https://www.pfizerindia.com/eNewsWebsite/csr.aspx>

4. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report):

Your Company has been conducting internal impact assessments to monitor and evaluate its strategic CSR programs. The Company takes cognizance of sub-rule (3) of rule 8 of the Companies CSR Policy Amendment Rules 2021 and has initiated steps to conduct impact assessment of CSR projects through an independent agency. There are no projects undertaken or completed after January 22, 2021 (i.e., effective date of the aforementioned CSR Amendment Rules), for which the impact assessment report is applicable in FY 2020-21.

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: Not Applicable

6. Average net profit of the company as per section 135(5): ₹652.58 Crore

7. (a) Two percent of average net profit of the company as per section 135(5): ₹13.06 Crore

(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: NA

(c) Amount required to be set off for the financial year, if any: Nil

(d) Total CSR obligation for the financial year (7a+7b- 7c): ₹13.06 Crore

8. (a) CSR amount spent or unspent for the financial year:

(₹ in Crore)

Total Amount Spent for the Financial Year. (₹ in Crore)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per section 135(6).		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount.	Date of transfer	Name of the Fund	Amount	Date of transfer
2.11	10.95	30 th April 2021	NA	NA	NA

(b) Details of CSR amount spent against ongoing projects for the financial year: (name of projects undertaken only in 2021):

(₹ in Crore)

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No). Maharashtra	State	District	Project duration	Amount allocated for the project	Amount spent in the current financial Year	Amount transferred to Unspent CSR Account for the project as per Section 135(6)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation- Through Implementing Agency	
											Name	CSR Registration number.
1	Project Parivartan	Promoting and Preventive Healthcare	No	Pan India		4 years	4.65	0	4.65	No	Americares India Foundation	CSR00000791
2	Pfizer – Tata Trusts Cancer Care Project	Promoting and Preventive Healthcare	No	Pan India		4 years	0.91	0	0.91	No	Alamelu Charitable Foundation	CSR00001539
3	Pfizer- Doctors for you cancer care physical helpdesk	Promoting and preventive healthcare	No	Pan India		3 years	1.96	0.98	0.98	No	Doctors for you	CSR00000608
4	Pfizer- IIT Delhi Innovation Project	Promoting and Preventive Healthcare	No	Pan India		3 years	0.80	0.40	0.40	No	Social Alpha - Foundation For Innovation And Social Entrepreneurship	CSR00003944
5	Pfizer- IIT Delhi Innovation Project V 2.0	Promoting and Preventive Healthcare	No	Pan India		3 years	3.06	0.73	2.33	No	Social Alpha - Foundation For Innovation And Social Entrepreneurship	CSR00003944
6	Village Transformation Project	Sanitation & Healthcare	Yes	Maharashtra	Palghar	2 years	1.68	0	1.68	No	BAIF	CSR00000259
TOTAL							13.06	2.11	10.95			

(c) Details of CSR amount spent against other than ongoing projects for the financial year: - Not Applicable

(d) Amount spent in Administrative Overheads - NIL

(e) Amount spent on Impact Assessment, if applicable - NA

(f) Total amount spent for the Financial Year (8b+8c+8d+8e) = ₹2.11 Crore

(g) Excess amount for set off, if any

(₹ in Crore)

Sl. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)	13.06
(ii)	Total amount spent for the Financial Year	2.11
(iii)	Excess amount spent for the financial year [(ii)-(i)]	Not Applicable
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Not Applicable
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	Not Applicable

9. (a) Details of Unspent CSR amount for the preceding three financial years:

(₹ in Crore)

Sl. No.	Preceding Financial Year.	Amount transferred to Unspent CSR Account under section 135 (6)	Amount spent in the reporting Financial Year	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any			Amount remaining to be spent in succeeding financial years.
				Name of the Fund	Amount	Date of transfer	
1.	2019-20*	4.63	2.98	NA	NA	NA	1.65
2.	2018-19	NIL	NIL	NIL	NIL	NIL	NIL
3.	2017-18	NA	NA	NA	NA	NA	NA
TOTAL		4.63	2.98				1.65

* During the year under review, the Company had voluntarily deposited the unspent CSR amount of ₹4.63 Crore for Financial year ended 31st March 2020 in a separate bank account named Pfizer Limited - Corporate Social Responsibility Unspent Account FY 2019-20, out of which ₹2.98 Crore was spent during the year under review on the Company's ongoing CSR projects and the balance amount of ₹1.65 Crore will be spent in the subsequent years.

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

(₹ in Crore)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sl. No.	Project ID.	Name of the Project.	Financial Year in which the project was commenced	Project duration.	Total amount allocated for the project	Amount spent on the project in the reporting Financial Year	Cumulative amount spent at the end of reporting Financial Year	Status of the project Completed / Ongoing
1.	Pfizer-Tata Trusts Cancer Care Project	Pfizer-Tata Trusts Cancer Care Project	2019-20	4 years	9.92	1.82	3.66	Ongoing
2.	Americares Parivartan Project	Americares Parivartan Project	2019-20	4 years	12.85	1.16	1.94	Ongoing
TOTAL						2.98		

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year – Not Applicable (asset-wise details).

(a) Date of creation or acquisition of the capital asset(s). None

(b) Amount of CSR spent for creation or acquisition of capital-asset - NIL

(c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.- NA

(d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset). - NA

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5):

The CSR funds were earmarked for five key projects – AMR Parivartan Hospital Transformation Project in partnership with Americares, Pfizer-Tata Trusts cancer care project, Village transformation project (BAIF), Pfizer-IIT Innovation Program 2.0 and Cancer helpdesks by Doctors for you. Given the scale and scope of these projects, the programs could not utilize the full funds earmarked on account of COVID 19 pandemic. These CSR projects are long term and continuing projects which would be supported by the Company during subsequent years. Accordingly the said CSR funds are being released in a phased manner. As per the provisions of the Companies Act, the unspent CSR amount of ₹10.95 Crore was transferred to a dedicated bank account from which it will be utilized within 3 years for aforementioned key projects.

For and on behalf of Board of Directors

S. Sridhar
Managing Director
DIN: 05162648

Pradip Shah
Chairman, CSR Committee
DIN: 00066242

Mumbai, May 26, 2021

Annexure-B

The Nomination and Remuneration Policy

This Nomination and Remuneration Policy ("Policy") has been adopted by Pfizer Limited's Board of Directors ("Board"), acting on the recommendations of its Nomination and Remuneration Committee.

1. OBJECTIVES:

The Nomination and Remuneration Committee Policy shall be in compliance with Section 178 of the Companies Act, 2013 read with the applicable Rules thereto and applicable Regulations of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time. The key objectives of the Policy would be:

- a. Assess necessary and desirable competencies of Board members;
- b. Review Board succession plans;
- c. Evaluate the Board's performance;
- d. Make recommendations to the Board on:
 - i. Executive Directors remuneration and incentive policies;
 - ii. Remuneration packages of key managerial personnel and senior management;
 - iii. The Company's recruitment, retention and termination policies for key managerial personnel and senior management; and
 - iv. The remuneration framework for Directors.

2. PFIZER LIMITED'S COMPENSATION PHILOSOPHY:

Pfizer Limited's ("Company"/ "Pfizer") Compensation and Benefits programs are designed to enhance its ability to attract, motivate, retain and engage a high performing and committed workforce.

3. DEFINITIONS:

- a. **"Act"** means the Companies Act, 2013 and Rules framed thereunder, as amended from time to time.
- b. **"Key Managerial Personnel"** means
 - i. Chief Executive Officer or the Managing Director or the Manager;
 - ii. Whole-time Director;
 - iii. Chief Financial Officer;
 - iv. Company Secretary; and
 - v. Such other officer as may be prescribed under the Act.

- c. **"Senior Management"** means personnel of the Company who are members of its core management team excluding the Board of Directors comprising all members of management one level below the Executive Directors including the functional heads.

4. ROLE OF THE COMMITTEE:

a. Matters to be dealt with, perused and recommended to the Board by the Nomination and Remuneration Committee:

The Committee shall:

- i. Formulate the criteria for determining qualifications, positive attributes and independence of a Director;
- ii. Identify persons who are qualified to become a Director and persons who may be appointed in Key Managerial Personnel and Senior Management Personnel in accordance with the criteria laid down in this policy;
- iii. Formulate criteria for evaluation of Directors, Key Managerial Personnel, Senior Management Personnel and the Board as a whole;
- iv. Recommend to the Board, criteria for remuneration for Directors, Key Managerial Personnel and other Employees;
- v. Recommend to the Board, appointment, re-appointment and removal of Directors, Key Managerial Personnel and Senior Management Personnel; and
- vi. Devise a Policy on Board Diversity.

b. Policy for appointment, re-appointment, remuneration and removal of Directors, Key Managerial Personnel and Senior Management:

- i. **The Nomination and Remuneration Committee will ensure that:**
 - a) the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully;
 - b) relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and

- c) remuneration to Directors, Key Managerial Personnel and Senior Management Personnel involves a balance between fixed and incentive pay reflecting short and long term performance objectives appropriate to the working of the Company and its goals.

ii. Appointment criteria and qualifications:

- a) the Committee shall identify and ascertain the integrity, qualification, expertise and experience of the person for appointment as Director, Key Managerial Personnel or at senior Management level and recommend to the Board his / her appointment.
- b) the candidate shall possess adequate qualification, expertise and experience for the position he / she is considered for appointment. The Committee has discretion to decide whether qualification, expertise and experience possessed by a person is sufficient / satisfactory for the concerned position.
- c) the appointment of any Director / Key Managerial Personnel / Senior Management shall also be governed by the prevailing policies of the Company.

iii. Term / Tenure:

- a) **Managing Director / Whole-time Director:**
The Company may appoint or re-appoint a person as its Executive Chairman, Managing Director or Executive Director for a term not exceeding five years at a time. No re-appointment shall be made earlier than one year before the expiry of term.
- b) **Independent Director:**
An Independent Director shall hold office for a term up to five consecutive years on the Board of the Company and will be eligible for re-appointment for another term up to five consecutive years on passing of a special resolution by the Company and disclosure of such appointment in the Board's Report.

No Independent Director shall hold office for more than two consecutive terms, but such Independent Director

shall be eligible for appointment after expiry of three years of ceasing to become an Independent Director. Provided that an Independent Director shall not, during the said period of three years, be appointed in or be associated with the Company in any other capacity, either directly or indirectly.

At the time of appointment of Independent Director, it should be ensured that the number of Boards on which such Independent Director serves is restricted to seven listed companies as an Independent Director, and three listed companies as an Independent Director in case such person is serving as a Whole-Time Director of a listed company or such other number as may be prescribed under the Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. For this purpose, the Independent Directors shall submit a declaration in this regard and the Committee / Board shall rely on such declaration.

iv. Evaluation:

The Committee shall carry out the evaluation of performance of Directors, Key Managerial Personnel, Senior Management Personnel and the Board as a whole at regular interval (yearly).

v. Removal:

Due to reasons for any disqualification mentioned in the Act or under any other applicable Act, Rules and Regulations thereunder or for such other compelling reasons, the Committee may recommend to the Board with reasons recorded in writing, removal of a Director, Key Managerial Personnel or Senior Management Personnel subject to the provisions and compliance of the Act, Rules and Regulations and applicable policies of the Company.

vi. Retirement:

The Independent Directors shall not be liable to retire by rotation. The other Directors, Key Managerial Personnel and Senior Management Personnel shall retire as per the applicable provisions of the Act and prevailing policies of the Company.

c. Policy relating to the Remuneration for the Managing Director, Whole-time Director, Key Managerial Personnel and Senior Management Personnel:

i. **General:**

While determining the remuneration / compensation / benefits etc. to the Managing Director, Whole-time Directors, Key Managerial Personnel and Senior Management Personnel, the Committee shall keep in mind following criteria:

- That the remuneration is aligned with market when compared to relevant peer companies;
- That the remuneration is appropriate for the Company as it exists today but anticipates future business needs;
- Philosophically consistent around Pfizer's global policies but locally and culturally appropriate;
- Understandable and valuable to the talent the Company wishes to attract, motivate, engage and retain;
- Simple and cost-effective for the Company to communicate, maintain and administer;
- Selected positions may be paid higher remuneration than market aligned peer group remuneration; and
- Higher remuneration may be considered for the purpose of retention of talent.

The remuneration / compensation / benefits etc. of Managing Director and Whole-time Directors shall be subject to the approval of the shareholders of the Company and Central Government, wherever required.

ii. Increments to the existing remuneration / compensation / benefit structure of Managing Director Whole-time Directors will be recommended by the Committee to the Board subject to the maximum limits approved by the Shareholders.

iii. **Remuneration to Managing Director, Whole-time Director, Key Managerial Personnel and Senior Management Personnel:**

The Committee shall ensure that Remuneration to Managing Director, Whole-time Directors, Key Managerial Personnel

and Senior Management Personnel has a balance between fixed and variable incentive pay reflecting short and long term performance objectives appropriate to the working of the Company and its goals. The components of remuneration consists of annual guaranteed cash comprising of basic salary, ad-hoc/special allowance, House Rent Allowance, etc. Variable component consists of bonus / performance linked incentives based on the performance of the Company and performance of each Director / Key Managerial Personnel / Senior Management Personnel. The Managing Director / Whole-time Directors / Key Managerial Personnel / Senior Management Personnel are also eligible for Long Term Incentives granted by the Parent Company, Pfizer Inc., U.S.A in the form of Stock Options and Restricted Stock Units. The quantum of perquisites includes employer's contribution to Provident Fund, Medical Reimbursement Expenses, Leave Travel Assistance, Car / Conveyance Allowance etc.

iv. Remuneration to Non-Executive / Independent Directors:

• **Sitting Fees:**

Resident Non-Executive / Independent Directors shall be paid the sitting fees for attending the meetings of the Board and the Committees of which they are member. The Board may at its discretion revise the sitting fees payable to the Resident Non-Executive / Independent Directors from time to time. Provided that the amount of such fees shall not exceed the limit prescribed under the Act.

• **Commission:**

In addition to the sitting fees, Resident Non-Executive / Independent Directors may also be paid a Commission, as may be determined by the Board, as recommended by the Nomination and Remuneration Committee after considering the performance of the Company and the performance and contribution of the Directors, as evaluated by the Board, subject to the limit not exceeding 1% of the profits of the Company computed as per the applicable provisions of the Act and subject to approval of Shareholders.

• **Stock Options:**

Independent Directors shall not be entitled to any stock options of the Company or its Parent Company.

5. **OTHERS:**

Clauses with respect to the Membership and Term, Chairperson, Frequency of Meetings, Nomination and Remuneration Duties and other administrative

functions of the Committee shall be as per the Nomination and Remuneration Charter of the Company.

6. **REVIEW OF THE POLICY:**

The Committee will discuss any revisions that may be required, and recommend any such provisions to the Board for consideration and approval.

Annexure-C

Form AOC-2

Pursuant to Clause (h) of Sub-section (3) of Section 134 of the Companies Act, 2013 and Rule 8 (2) of the Companies (Accounts) Rules, 2014

Form for disclosure of particulars of contracts / arrangements entered into by the Company with related parties referred to in Sub-section (1) of Section 188 of the Companies Act, 2013 including certain arm's length transactions under fourth proviso thereto.

i. Details of contracts or arrangements or transactions not at arm's length basis:

There were no contracts or arrangements or transactions entered into during the year ended March 31, 2021, which were not at arm's length basis.

ii. Details of material contracts or arrangement or transactions at arm's length basis:

The details of material contracts or arrangement or transactions conducted on arm's length basis during the year ended March 31, 2021 are as follows:

Sr. No.	Name of the Related Party and Relationship	Nature of Transaction	Duration	Salient Terms	Amount (₹ in Crore)
1	Pfizer Inc., USA (Ultimate Holding Company)	Reimbursement of Expenses	Ongoing	On arm's length basis and in ordinary course of business.	11.65
2	Pfizer Worldwide Services, Ireland (Fellow Subsidiary)	Service Income	Ongoing	On arm's length basis and in ordinary course of business.	25.55
3	Pfizer Innovative Supply Point BVBA, Belgium (Fellow Subsidiary)	Purchase of Stock in Trade	Ongoing	On arm's length basis and in ordinary course of business.	23.18
4	Pfizer Service Company BVBA, Belgium (Fellow Subsidiary)	Purchase of Stock in Trade	Ongoing	On arm's length basis and in ordinary course of business.	344.30
		Purchase of Raw / Bulk Materials			38.97
5	Pfizer Products India Private Limited (Fellow Subsidiary)	Service Income	Ongoing	On arm's length basis and in ordinary course of business.	22.84
		Recovery of Expenses			0.48

Appropriate approvals have been taken for all related party transactions. No advances have been paid or received against the transactions mentioned above.

For and on behalf of the Board of Directors

Mumbai, May 26, 2021

R. A. Shah
Chairman
DIN: 00009851

Annexure-D

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

INFORMATION UNDER SECTION 134 OF THE COMPANIES ACT, 2013 READ WITH RULE 8 OF THE COMPANIES (ACCOUNTS) RULES, 2014

A. CONSERVATION OF ENERGY:

a) Energy Conservation measures taken:

- The facility has upgraded the dehumidifier with microprocessor based equipment to reduce energy consumption by around 25%.
- New generation Tablet Compression machines introduced in General Tablet Suite there by reducing energy consumption by 25%.
- Installed Phase-II PV Solar Project

b) Impact of measures taken:

- Reduction of Electrical energy consumption.
- Reduction in carbon emission.

c) Steps taken for utilizing alternate sources of energy:

The site has expanded its PV Solar project from 46 KWP (Phase-I) to 118 KWP in Phase-II. The Site has generated 128 MWH Green Electricity in 2020-21 which was consumed in Manufacturing Process.

The Site is also in process of installation PV Solar Panel (Phase-III) which would bring its installed capacity to 235 KWP.

d) Capital investment on energy conservation equipments:

A sum of ₹2.5 Crore was spent as capital expenditure for upgradation of the facility to achieve energy conservation.

The site consumed 5% less Electrical power (Purchased & produced through Diesel Generator) despite 20% higher product output in terms of Tablet produced, compared to previous year.

B. TECHNOLOGY ABSORPTION:

Research and Development (R & D):

1. Efforts in brief made towards technology absorption:

The Company on an on-going basis takes steps to enhance its technical expertise for pharmaceutical formulations. The Company puts emphasis on innovation in its operations.

2. Benefits derived as a result of the above efforts:

The Company has benefited substantially as a result of the emphasis on innovation.

Development of new products for the domestic market, improvement in product quality, operational excellence projects, technology transfer of products and reduction in energy consumption are some of the benefits derived as a result of above efforts carried out during the year under review.

The Site successfully completed Technology transfer of Gelusil MPS Tablets which was a large volume SKU. The Site further adopted automated technology and installed new equipment which met Pfizer Quality and EHS standards.

3. Imported technology (imported during the last 3 years reckoned from the beginning of the financial year):

- The details of technology imported: Nil
- The year of import: Not applicable
- Whether the technology been fully absorbed: Not applicable
- If not fully absorbed, areas where absorption has not taken place and reasons thereof: Not applicable

As mentioned in (1) we continue to receive technology, process know-how and technical assistance from time to time from the Parent Company.

4. Expenditure on Research and Development

(₹in Crore)	
(i) Capital	NIL
(ii) Revenue	NIL
(iii) Total	NIL
Total to R&D expenditure as percentage of total turnover	N.A.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO:

During the period under review:

- Foreign exchange earnings by the Company was ₹33.92 Crore.
- Foreign exchange expenditure (which includes import of raw materials and goods for resale, service charges etc.) was ₹ 51 Lakhs.

For and on behalf of the Board of Directors

Mumbai, May 26, 2021

R. A. Shah
Chairman
DIN: 00009851

Annexure-E

PARTICULARS OF EMPLOYEES

PARTICULARS OF EMPLOYEES PURSUANT TO SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

Sr. No	Requirement under Rule 5(1)	Details
1.	Ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the Financial Year.	<p>Executive Directors</p> <ul style="list-style-type: none"> Mr. S. Sridhar, Managing Director: 46.36 Mr. Milind Patil, Executive Director - Finance and CFO: 30.07 Mr. Samir Kazi, Executive Director - Legal: 17.12 <p>Non-Executive Directors</p> <ul style="list-style-type: none"> Mr. R. A. Shah, Independent Director: 2.31 Mr. Pradip Shah, Independent Director: 2.54 Mr. Uday Khanna, Independent Director: 2.47 Mr. Sunil Lalbhai, Independent Director: 2.16 Ms. Meena Ganesh, Independent Director: 2.13
2.	Percentage increase in remuneration of each Executive Director, Chief Financial Officer (CFO), Chief Executive Officer (CEO) and Company Secretary (Salary of 2020-21 v/s Salary of 2019-20)	<ul style="list-style-type: none"> Mr. S. Sridhar, Managing Director: 13.99% Mr. Milind Patil, Executive Director - Finance and CFO: 30.70% Mr. Samir Kazi, Executive Director - Legal: 12.44% Mr. Prajeet Nair, Company Secretary: 12.97%
3.	Percentage increase in the median remuneration of employees in the financial year (2020-21 v/s 2019-20)	6.66%
4.	Number of Permanent Employees as on March 31, 2021 on the rolls of the Company.	2,358
5.	Average percentage increase made in the salaries of employees other than the managerial personnel in last Financial Year and its comparison with the percentage increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration.	<p>Managerial Personnel: 18.27%</p> <p>Others: 8.12%</p> <p>Justification for variation in the average percentile increase between Non Managerial employees and Managerial employees</p> <p>Average percentage calculated based on comparison between sum of remuneration paid to all managerial personnel in 2019-20 vs. 2020-21. The variation in the average percentage increase between managerial personnel and others is mainly due to higher increase in the irregular income of Key Managerial Personnel as a result of their Annual Performance Linked Incentives.</p>
6.	Affirmation that the remuneration is as per the remuneration policy of the Company.	Remuneration is as per the Nomination and Remuneration Policy of the Company.

For and on behalf of the Board of Directors

R. A. Shah
Chairman
DIN: 00009851

Mumbai, May 26, 2021

Annexure-F

Form No. MR-3 Secretarial Audit Report for the Financial Year Ended 31st March 2021

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
PFIZER LIMITED
CIN: L2431MH1950PLC008311
The Capital, 1802 / 1901,
Plot No. C-70, G Block,
Bandra Kurla Complex,
Bandra (East), Maharashtra,
Mumbai - 400051.

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Pfizer Limited** (L2431MH1950PLC008311) (hereinafter called the 'Company'). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit; the explanations and clarifications given to us; the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India warranted due to the spread of the COVID-19 pandemic, we hereby report that in our opinion, the Company has during the audit period covering the financial year ended on 31st March, 2021, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March, 2021 according to the provisions of:

- The Companies Act, 2013 (the Act) and the rules made thereunder;
- The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment; the Company has neither made any Overseas Direct Investment (ODI) nor accepted any External Commercial Borrowings (ECB), hence ODI and ECB Guidelines are not applicable to the Company.

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-

- The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
- The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018.

The Company has further complied with below mentioned laws, which are specifically applicable to the Company as it is in the business of drugs and pharmaceuticals:

- Drugs and Cosmetics Act, 1940
- Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954
- Drugs (Prices Control) Order, 2013
- Narcotic Drugs and Psychotropic Substances Act, 1985
- Pharmacy Act, 1948

Following laws were not applicable to the Company during the Audit period:

- Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014;
- The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

- d) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009;
- e) Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018

We have also examined compliance with the applicable clauses of the following

- (i) Secretarial Standards with regard to Meetings of Board of Directors (SS-1) and General Meetings (SS-2) issued by The Institute of Company Secretaries of India;
- (ii) The Listing Agreements entered into by the Company with National Stock Exchange of India Limited and BSE Limited read with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards, etc as mentioned above.

We further report that:

- The Board of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. There were no changes in the composition of the Board of Directors that took place during the period under review.
- Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent well in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

- All decisions were carried through unanimously as recorded in the minutes of the Meetings of the Board of Directors or Committee of the Board, as the case may be.

We further report that based on review of compliance mechanism established by the Company and on the basis of the Compliance Certificates issued by the Executive Director - Legal and the Company Secretary which were taken on record by the Board of Directors at their meetings, we are of the opinion that the management has adequate systems and processes, commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period, there are no specific events/ actions having a major bearing on the Company's affairs in pursuance of the laws, rules, regulations, guidelines, standards, etc. referred to above.

**For Saraf & Associates
Practising Company Secretaries**

**Place : Mumbai
Date : May 26, 2021
UDIN : F001596C000375684**

**K.G. SARAF
Proprietor
FCS: 1596 | CP: 642
FRN. S1988MH004801
PR. 1003/2020**

Note : This report is to be read with our letter of even date which is annexed as 'ANNEXURE 1' and forms an integral part of this report.

'ANNEXURE 1'

To,
The Members,
PFIZER LIMITED
CIN: L2431MH1950PLC008311
The Capital, 1802 / 1901,
Plot No. C-70, G Block,
Bandra Kurla Complex,
Bandra (East), Maharashtra,
Mumbai - 400051.

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

**For Saraf & Associates
Practising Company Secretaries**

**K.G. SARAF
Proprietor
FCS: 1596 | CP: 642
FRN. S1988MH004801
PR. 1003/2020**

**Place : Mumbai
Date : May 26, 2021
UDIN : F001596C000375684**

Annexure-G Corporate Governance Report

I. PFIZER'S PHILOSOPHY ON CORPORATE GOVERNANCE

Corporate Governance at Pfizer is not just adherence to mandatory rules and guidelines. It lies in observing the spirit behind the letter. Your Company has responsibly, critically and collegially worked through all major decisions. It has helped create a credible reputation amongst all stakeholders and regulators. We are guided by the Core Values of Pfizer in our day-to-day decision-making which reflects the enduring character of Pfizer and its people. Your Company constantly strives to maintain high governance standards and is focused on the goal of making Pfizer the premier, innovative bio-pharmaceutical Company. This approach has helped the Company earn the trust of all its stakeholders over its long history.

II. BOARD OF DIRECTORS

(a) Composition of Board of Directors

The Company is fully compliant with the Corporate Governance norms in respect of constitution of the Board of Directors ("Board"). The Board at Pfizer represents an optimum mix of professionalism, knowledge, gender and experience. Presently, the Board comprises of 5 Non-Executive Independent Directors including one Woman Director and 3 Executive Directors. Mr. R. A. Shah, Mr. Pradip Shah, Mr. Uday Khanna, Mr. Sunil Lalbhai and Ms. Meena Ganesh (Woman Director) are Non-Executive Independent Directors on the Board. Mr. S. Sridhar, Mr. Milind Patil and Mr. Samir Kazi are Executive Directors on the Board. The Chairman of the Board is a Non-Executive Independent Director. None of the Director is related to other Directors.

Based on the disclosures received from Independent Directors, the Board is of the opinion that the Independent Directors fulfil the conditions specified in the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and are independent of the Management.

None of the Independent Directors of the Company have resigned before the expiry of their tenure. Thus, disclosure of detailed reasons for their resignation along with their confirmation that there are no material reasons, other than those provided by them, is not applicable.

The Company has also obtained a certificate from Practicing Company Secretaries, Saraf & Associates, confirming that none of the Directors on Board are debarred or disqualified from being appointed or continuing as Director of the Company by SEBI / Ministry of Corporate Affairs or any such statutory authority. The said certificate is enclosed as Annexure 1 to this Corporate Governance Report.

Given below are the key skills / expertise / competence identified by the Board of Directors which are required by them in the context of the business and sector of the Company to function effectively:

Skills / Expertise / Competence	Description
Business Leadership & Operations	Deep knowledge of the Pharmaceutical Industry to provide important insights and perspectives to the Board on the Company's commercial, strategic, manufacturing, legal and other functions. Leadership experience resulting in a practical understanding of the Company's processes, developing talent, succession planning and driving the long term growth strategy of the Company.
Risk Management & Governance	In depth knowledge and understanding of business risks to provide insights and perspective to the Board on Enterprise risk. Develop highest levels of governance practices, provide insights about maintaining Board and management accountability and to protect stakeholders interest.
Finance & Accounting	Provide financial expertise to the Board, including an understanding and analysis of financial statements, corporate finance, accounting and capital markets.
Business Expertise	In depth understanding of the pharmaceutical operating and business environment, market access and healthcare solutions. Respond to change with agility, optimism and innovation. Sound knowledge of Business Technology, Digital Marketing, Strategic Development, Public Affairs, etc.

(b) Board Meetings

The Board meets at least once every quarter to review the quarterly results and other items of the Agenda and if necessary, additional meetings are held. The gap between two Board Meetings does not exceed 120 days. The Board is apprised and informed of all the important information relating to the business of the Company including those listed in Part A of Schedule II to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"). The Chairman of the Board, the Managing Director

The details of composition of the Board, number of Board Meetings held, attendance thereat and at the last Annual General Meeting ("AGM"), and the number of other Directorships, Memberships and/or Chairmanships held by each Director of the Board as on March 31, 2021, are set out below:

Name	Category of Directorship*	No. of Board Meetings held	No. of Board Meetings Attended	Attendance at the Last AGM	No. of other Directorships held	No. of other Committees of which Member/Chairman	Skills/Expertise/Competence
Mr. R. A. Shah (Chairman)	NED (I)	5	4 [^]	No	3	2/Nil	Business Leadership & Operations and Risk Management & Governance
Mr. S. Sridhar	MD	5	5	Yes	Nil	1/Nil	Business Leadership & Operations, Risk Management & Governance, Finance & Accounting and Business Expertise
Mr. Pradip Shah	NED (I)	5	5	Yes	7	3/2	Business Leadership & Operations, Risk Management & Governance, Finance & Accounting
Mr. Uday Khanna	NED (I)	5	5	Yes	3	2/1	Business Leadership & Operations, Risk Management & Governance, Finance & Accounting
Mr. Sunil Lalbhai	NED (I)	5	5	Yes	6	2/1	Business Leadership & Operations, Risk Management & Governance and Business Expertise
Ms. Meena Ganesh	NED (I)	5	5	Yes	3	1/Nil	Business Leadership & Operations and Business Expertise
Mr. Milind Patil	WTD	5	5	Yes	Nil	Nil/Nil	Business Leadership & Operations, Risk Management & Governance, Finance & Accounting and Business Expertise
Mr. Samir Kazi	WTD	5	5	Yes	Nil	1/Nil.	Business Leadership & Operations and Risk Management & Governance

*MD - Managing Director, NED (I) - Non-Executive Director, Independent, WTD - Whole-time Director

[^] Leave of absence was granted

and the Company Secretary discuss the items to be included in the Agenda and the Agenda is sent in advance to the Directors along with the draft of the relevant documents and explanatory notes wherever required, to enable the Board to discharge its responsibilities effectively and take informed decisions.

Five Board Meetings were held during the financial year under review. These Meetings were held on April 27, 2020, June 15, 2020, July 27, 2020, November 2, 2020 and February 5, 2021.

Memberships of Directors in other listed entities:

Sr. No.	Name of the Director	Names of the Listed Entity	Category of Directorship in the respective listed entity
1	Mr. R. A. Shah	BASF India Limited	Non-Executive Independent Director
		Godfrey Philips India Limited	Non-Executive Director
		Atul Limited	Non-Executive Director
2	Mr. Pradip Shah	BASF India Limited	Non-Executive Independent Director
		Bajaj Auto Limited	Non-Executive Independent Director
		Bajaj Holdings & Investment Limited	Non-Executive Independent Director
		Kansai Nerolac Paints Limited	Non-Executive Independent Director
		KSB Limited	Non-Executive Independent Director
3	Mr. Uday Khanna	Sonata Software Limited	Non-Executive Independent Director
		Castrol India Limited	Non-Executive Independent Director
		Kotak Mahindra Bank Limited	Non-Executive Independent Director
4	Mr. Sunil Lalbhai	Pidilite Industries Limited	Non-Executive Independent Director
		Amal Limited	Executive Director
		Atul Limited	Executive Director
		The Bombay Dyeing & Manufacturing Company Limited	Non-Executive Independent Director
5	Ms. Meena Ganesh	Navin Fluorine International Limited	Non-Executive Independent Director
		Procter & Gamble Hygiene and Healthcare Limited	Non-Executive Independent Director
		Axis Bank Limited	Non-Executive Independent Director

• Mr. S. Sridhar, Mr. Milind Patil and Mr. Samir Kazi does not hold directorship in any other listed entity.

Notes:

- Number of Directorships / Memberships held in other companies excludes Directorships/ Memberships in private limited companies, foreign companies, companies under Section 8 of the Companies Act, 2013 ("Act"), membership of managing committees of chambers / bodies and alternate directorships.
- None of the Independent Directors serve as an Independent Director in more than 7 listed companies. Mr. Sunil Lalbhai who is the Managing Director of Atul Limited does not hold Independent Directorship in more than 3 listed companies.
- The necessary disclosures regarding Committee positions have been made by all the Directors. None of the Directors are Members of more than 10 Committees and Chairman of more than 5 Committees across all public limited companies in which they are a Director. Number of Chairmanships / Membership of Committees covers Chairmanships / Memberships of Audit Committee and Stakeholders' Relationship Committee. The number of Memberships of Committees includes Chairmanships also, if any.

III. BOARD COMMITTEES

Presently, there are six Board Committees viz., Audit Committee, Stakeholders' Relationship Committee, Corporate Social Responsibility Committee, Nomination and Remuneration Committee, Risk Management Committee and Board Administrative & Share Transfer Committee. The Board stipulated the terms of reference of these Committees and the assignment of its Members thereof.

AUDIT COMMITTEE

Presently, the Audit Committee comprises of Mr. R. A. Shah as Chairman, Mr. Pradip Shah, Mr. Uday Khanna and Mr. S. Sridhar as its Members.

Mr. Pradip Shah, Mr. Uday Khanna and Mr. S. Sridhar are Chartered Accountants by profession. Mr. R. A. Shah is a Solicitor by profession. All the members of the Audit Committee are professionals and financially literate within the meaning of Regulation 18 (1) (c) of the Listing Regulations. Mr. Prajeet Nair, Company Secretary, acts as the Secretary to the Committee.

Four Audit Committee Meetings were held during the financial year under review. These Meetings were held on June 15, 2020, July 27, 2020, November 2, 2020 and February 5, 2021.

The details of the composition of the Audit Committee and the attendance of the Members at the Audit Committee Meetings are as under:

Name	Category*	Number of Meetings held	Number of Meetings Attended
Mr. R. A. Shah (Chairman)	NED(I)	4	3 [^]
Mr. Pradip Shah	NED(I)	4	4
Mr. Uday Khanna	NED(I)	4	4
Mr. S. Sridhar	MD	4	4

*MD - Managing Director, NED (I) - Non-Executive Director, Independent

[^] Leave of absence was granted

The terms of reference of the Audit Committee includes the matters specified under Part C of Schedule II to the Listing Regulations as well as Section 177 of the Companies Act, 2013. The Chief Financial Officer, Internal Auditor and Statutory Auditors are permanent invitees to the Meeting. Mr. Pradip Shah, Independent Director represented Mr. R. A. Shah and attended the 69th Annual General Meeting held on September 4, 2020, on his behalf as the Chairman of the Audit Committee. The Minutes of the Audit Committee Meetings were noted at the Board Meetings.

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Presently, the Stakeholders' Relationship Committee comprises of Mr. Uday Khanna as its Chairman, Mr. Sunil Lalbhai and Mr. Samir Kazi as its Members. Mr. Prajeet Nair, Company Secretary, acts as the Secretary to the Committee and as the Compliance Officer. The details of the composition of the Stakeholders' Relationship Committee and the attendance of the Members at the Meeting held on February 5, 2021 are as under:

Name	Designation	Category*	Attendance at the Meeting held on February 5, 2021
Mr. Uday Khanna	Chairman	NED(I)	Yes
Mr. Sunil Lalbhai	Member	NED(I)	Yes
Mr. Samir Kazi	Member	WTD	Yes

*NED (I) - Non-Executive Director, Independent, WTD - Whole-time Director

The terms of reference of the Stakeholders' Relationship Committee covers the matters specified under Part D of Schedule II to the Listing Regulations as well as under Section 178 of the Companies Act, 2013.

The Minutes of the Stakeholders' Relationship Committee Meeting were noted at the Board Meeting.

A summary of the complaints received, cleared/ pending during the financial year under review are given below:

	As on April 1, 2020	Received during the financial year	Cleared/ attended during the financial year	Pending as on March 31, 2021
Non-receipt of dividend warrants	Nil	103	103	Nil
Non-receipt of share certificates after transfer, deletion of name, transmission, transposition, consolidation of folios	Nil	2	2	Nil
Non-receipt of Annual Report	Nil	Nil	Nil	Nil
Letters from SEBI, Stock Exchanges and Ministry of Corporate Affairs	Nil	23	23	Nil
Total	Nil	128	128	Nil

During the financial year under review, 128 complaints were received and all of them have been redressed/ answered to the satisfaction of the shareholders including the complaints pending at the beginning of the year. No investor grievance remained unattended/pending for resolution for more than 30 days and no request for share transfers and dematerialization received for the financial year under review was pending for more than the time limit prescribed under the Listing Regulations and SEBI (Depositories and Participants) Regulations, 2018, as applicable.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Presently, the Corporate Social Responsibility Committee comprises of Mr. Pradip Shah as its Chairman, Mr. S. Sridhar, Mr. Milind Patil and Mr. Samir Kazi as its Members. Mr. Prajeet Nair, the Company Secretary, acts as the Secretary to the Committee. The Head of the Public Affairs/Corporate Affairs Division of the Company is an invitee to the Meeting.

Three Corporate Social Responsibility Committee meetings were held during the financial year under review. These Meetings were held on June 15, 2020, November 2, 2020 and February 5, 2021.

The details of composition of the Corporate Social Responsibility Committee and attendance of the Members at the Corporate Social Responsibility Meetings are as under:

Name	Category*	Number of Meetings held	Number of Meetings attended
Mr. Pradip Shah (Chairman)	NED(I)	3	3
Mr. S. Sridhar	MD	3	3
Mr. Milind Patil	WTD	3	3
Mr. Samir Kazi	WTD	3	3

* MD - Managing Director, NED(I) - Non Executive Director, Independent, WTD- Whole Time Director

The terms of reference of the Corporate Social Responsibility Committee includes the matters specified in Section 135 of the Companies Act, 2013, Schedule VII to the Act and Rules made thereunder. The Minutes of the Corporate Social Responsibility Committee Meetings were noted at the Board Meetings.

Based on the recommendation of the Corporate Social Responsibility Committee, the Board of Directors have formulated and adopted a Policy on Corporate Social Responsibility. The same is displayed under the Investor Relations section on the Company's website 'www.pfizerindia.com'. A Report on Corporate Social Responsibility activities carried out by the Company during the year under review and details thereof are given as Annexure - A to the Board's Report.

NOMINATION AND REMUNERATION COMMITTEE

Presently, the Nomination and Remuneration Committee comprises of Mr. Pradip Shah as Chairman, Mr. R. A. Shah and Mr. Uday Khanna (Non-Executive Independent Directors) as its Members. Mr. Prajeet Nair, the Company Secretary, acts as the Secretary to the Committee.

Three Nomination and Remuneration Committee meetings were held during the financial year under review. These Meetings were held on June 15, 2020, November 2, 2020 and February 5, 2021. The details of composition of the Nomination and Remuneration Committee and the attendance of the Members at the Meetings are as under:

Name	Category*	Number of Meetings held	Number of Meetings attended
Mr. Pradip Shah (Chairman)	NED(I)	3	3
Mr. R. A. Shah	NED(I)	3	3
Mr. Uday Khanna	NED(I)	3	3

* NED (I) - Non-Executive Director, Independent

The Nomination and Remuneration Committee, *inter alia*, reviews and recommends to the Board, remuneration including the Bonus/Performance Linked Incentive of Managing Director, Whole-time Directors, Key Managerial and Senior Management Personnel based on the performance parameters for the Executives and the Company, subject to the limits approved by the Members and as permitted by law. The terms of reference of the Nomination and Remuneration Committee include the matters specified under Part D of Schedule II to the Listing Regulations as well as under Section 178 of the Companies Act, 2013.

Based on the recommendation of the Nomination and Remuneration Committee, the Board of Directors have formulated and adopted Nomination and Remuneration Policy and the same is given as Annexure - B to the Board's Report. The Minutes of the Nomination and Remuneration Committee Meetings were noted at the Board Meetings.

RISK MANAGEMENT COMMITTEE

Presently the Risk Management Committee comprises, of Mr. Sunil Lalbhai as Chairman, Ms. Meena Ganesh (Non-Executive Independent Directors), Mr. S. Sridhar, Mr. Milind Patil (Executive Directors) and Mr. Navin Singhania - Digital Client Partner India Lead (Company Executive) as its Members. Mr. Prajeet Nair, the Company Secretary, acts as the Secretary to the Committee.

One Risk Management Committee meeting was held during the financial year under review. This Meeting was held on March 29, 2021. The details of composition of the Risk Management Committee and the attendance of the Members at the Meeting are as under:

Name	Category*	Number of Meetings held	Number of Meetings attended
Mr. Sunil Lalbhai (Chairman)	NED(I)	1	1
Ms. Meena Ganesh	NED(I)	1	1
Mr. S. Sridhar	MD	1	1
Mr. Milind Patil	WTD	1	1
Mr. Navin Singhania	EMP	1	1

* NED (I) - Non-Executive Director, Independent, MD - Managing Director, WTD - Whole-time Director, EMP - Employee

The Risk Management Committee is responsible for oversight on overall risk management processes of the Company and shall ensure that key strategic and business risks are identified and necessary steps are taken for mitigation / redressal of the said risks. The role and responsibility of the Risk Management Committee include the matters specified under Regulation 21 to the Listing Regulations.

The Minutes of the Risk Management Committee Meeting were noted at the Board Meeting.

BOARD ADMINISTRATIVE & SHARE TRANSFER COMMITTEE

Presently, the Board Administrative & Share Transfer Committee comprises of Mr. S. Sridhar, Managing Director, Mr. Milind Patil, Whole-time Director and Mr. Samir Kazi, Whole-time Director. Mr. Prajeet Nair, Company Secretary, acts as the Secretary to the Committee. The details of composition of the Board Administrative & Share Transfer

(a) Executive Directors

The following table gives details of remuneration paid to Executive Directors for the financial year under review:

Name	Salary	Benefits and Perquisites*	Performance Linked Incentives	Total
Mr. S. Sridhar - Managing Director	3,04,06,307	89,95,811	1,08,82,051	5,02,84,169
Mr. Milind Patil	1,92,91,763	16,70,892	63,24,231	2,72,86,886
Mr. Samir Kazi	1,21,45,911	37,61,553	30,49,711	1,89,57,175

*Benefits and Perquisites include stock options / restricted stock units granted by the Parent Company, Pfizer Inc. USA

(i) Service Contracts, Severance Fees and Notice Period

The appointment of the Managing Director and Whole-time Director(s) is governed by the Articles of Association of the Company, Board Resolutions, Members Resolutions and service/employment contracts. The Board Resolutions and Members Resolutions cover the terms and conditions of such appointment read with the service rules of the Company. The service/ employment contracts are terminable by either party by serving notice of three months. There is no separate provision for payment of severance fee under the resolutions/contracts governing the appointment of Managing Director and Whole-time Director(s).

Committee and attendance of the Members thereat are as under:

Name	Category*	Number of Meetings held	Number of Meetings attended
Mr. S. Sridhar	MD	13	13
Mr. Milind Patil	WTD	13	13
Mr. Samir Kazi	WTD	13	13

* MD - Managing Director, WTD - Whole-time Director.

The Board Administrative & Share Transfer Committee, *inter alia*, considers and approves operational and administrative matters and matters relating to share transfer, transmission, issue of duplicate shares, etc. The Committee meets on a regular basis to approve administrative actions and share transfer matters. The Minutes of the Board Administrative & Share Transfer Committee Meetings were noted at the Board Meetings.

REMUNERATION TO DIRECTORS

There has been no materially significant related party transactions, pecuniary relationships or transactions between Pfizer Limited and its Directors for the financial year under review that may have a potential conflict with the interest of the Company at large.

(ii) Employee Stock Option Scheme

The Company does not have any Employee Stock Option Scheme for its Directors and Employees. The Executive Directors and Senior Management Personnel are, however, eligible for the annual Long Term Incentive Compensation plan by way of Restricted Stock Units and Five Year Total Shareholder Return Units granted by the Parent Company, Pfizer Inc. USA.

(iii) Performance Linked Incentive criteria

The Company has internal norms for assessing the performance of its senior executives including Executive Directors.

(iv) Mr. S. Sridhar, Mr. Samir Kazi and Mr. Milind Patil do not hold any equity shares of the Company.

(b) Non-Executive Directors

The Resident Non-Executive Directors are paid remuneration by way of Commission and Sitting Fees. The details of Non-Executive Directors remuneration for the financial year under review are as under:

(₹ in Lakhs)				
Name	Sitting Fees	Commission	Total	Number of shares
Mr. R.A. Shah	4.70	15.00	19.70	3,540
Mr. Pradip Shah	6.60	15.00	21.60	Nil
Mr. Uday Khanna	6.00	15.00	21.00	Nil
Mr. Sunil Lalbhai	3.40	15.00	18.40	2,477
Ms. Meena Ganesh	3.10	15.00	18.10	Nil
Total	23.80	75.00	98.80	

- (1) The Commission payable to the Resident Non-Executive Directors is decided by the Board of Directors of the Company within the limits stipulated by the Special Resolution passed at the 67th Annual General Meeting held on September 6, 2018. The amount of Commission payable to each of the Resident Non-Executive Director is decided by the Board on the basis of the enhanced role and responsibility as Chairman/Member of the Board and of the Board Committee(s) and overall financial performance of the Company.
- (2) Mr. R. A. Shah is a Senior Partner of M/s. Crawford Bayley & Co., Solicitors & Advocates, who have a professional relationship with the Company. The fees earned by M/s. Crawford Bayley & Co. from Pfizer Limited constitutes less than 1% of the total revenue of M/s. Crawford Bayley & Co.

V. GENERAL BODY MEETINGS

(a) The details of the last 3 Annual General Meetings ('AGM') held

AGM	Financial Year	Date and Time	Venue of the AGM
69 th	2019-2020	September 4, 2020 at 3.00 p.m	Annual General Meeting conducted through Video Conferencing / Other Audio Visual Means. Deemed venue was the Registered office of the Company at Pfizer Limited, The Capital, 1802 / 1901, Plot No. C - 70, G Block, Bandra Kurla Complex, Bandra (East), Mumbai 400 051.
68 th	2018-2019	August 9, 2019 at 3.00 p.m	Yashwantrao Chavan Pratishthan Auditorium, General Jagannath Bhosale Marg, Next to Sachivalaya Gymkhana, Mumbai - 400 021.
67 th	2017-2018	September 6, 2018 at 3.00 p.m.	Rama Watumull Auditorium, Kishinchand Chellaram College, 124, Dinshaw Wachha Road, Churhgate, Mumbai 400020.

All the resolutions set out in the respective Notices were passed by the requisite majority of the members.

in each year during the last three financial years. As per the view of the Board of Directors and also as per the legal opinion sought on the subject of Independence of Mr. R. A. Shah, the legal firm, M/s. Crawford Bayley & Co. does not have a material association with the Company. The professional fees of ₹56.23 Lakhs that was paid to them during the financial year under review is not considered material enough to impinge on the independence of Mr. R. A. Shah.

- (3) Ms. Meena Ganesh is a Director and Member of Healthvista India Private Limited (HIPL), which has a commercial relationship with the Company. The Company also has a commercial relationship with Medybiz Pharma Private Limited (MPPL) which is a wholly owned subsidiary of HIPL. The service fees of ₹24.63 Lakhs and ₹6.50 Lakhs paid to HIPL and MPPL respectively during the financial year under review is not considered material enough to impinge on the independence of Ms. Meena Ganesh.
- (4) Besides payment of commission and sitting fees, and dividend on equity shares held, if any, by the Directors, no other payments have been made or transactions of a pecuniary nature entered into by the Company with the Directors.

IV. CHIEF EXECUTIVE OFFICER (CEO)/CHIEF FINANCIAL OFFICER (CFO) CERTIFICATION

As required under Regulation 17 (8) of the Listing Regulations, the CEO and CFO Certification of the Financial Statements, the Cash Flow Statement and the Internal Control Systems for financial reporting for the financial year ended March 31, 2021, was placed before the Board of Directors at its Meeting held on May 26, 2021.

(b) Special Resolutions passed at the last three Annual General Meetings

Four Special Resolutions were passed at the 68th Annual General Meeting held on August 9, 2019, which were as follows:

- i) Re-appointment of Mr. R. A. Shah (DIN: 00009851) as an Independent Directors' of the Company for a term of 5 years effective November 10, 2019.
- ii) Re-appointment of Mr. Pradip Shah (DIN: 00066242) as an Independent Director of the Company for a term of 5 years effective November 10, 2019
- iii) Re-appointment of Mr. Uday Khanna (DIN: 00079129) as an Independent Director of the Company for a term of 5 years effective November 10, 2019
- iv) Re-appointment of Mr. Sunil Lalbhai (DIN: 00045590) as an Independent Director of the Company for a term of 5 years effective February 14, 2020

A Special Resolution was passed at the 67th Annual General Meeting of the Company held on September 6, 2018, for continuation of the remaining term of Mr. R. A. Shah (DIN: 00009851) as an Independent Director upto November 9, 2019.

(c) Passing of Special Resolutions by Postal Ballot

During the year under review, there was no special resolution required to be passed through postal ballot.

None of the Resolutions proposed for the ensuing Annual General Meeting is required to be passed by Postal Ballot.

VI. OTHER DISCLOSURES

(a) Related party transactions

The Company has not entered into any materially significant related party transactions with its Promoters, Directors or Management, their subsidiaries or relatives, etc. that may have potential conflict with the interests of the Company at large. The Company has disclosed details of material transactions with related parties to the BSE Limited and the National Stock Exchange of India Limited along with the compliance report on corporate governance.

The Company has formulated and adopted a policy on dealing with related party transactions and the same is displayed under the Investor Relations section on the Company's website 'www.pfizerindia.com'. The weblink for the Policy is

<https://www.pfizerindia.com/eNewsWebsite/investor/pdf/Revised%20Related%20Party%20Transaction%20Policy%20-%20Pfizer%20website.pdf>

The Company has received disclosures from the senior managerial personnel confirming that they have not entered into any material, financial and commercial transactions in which they or their relatives may have a personal interest.

Transactions with the related parties as per requirements of Indian Accounting Standard-24 are disclosed in No. 40 to the financial statements in the Annual Report and they are not in conflict with the interest of the Company at large.

The Audit Committee has reviewed the related party transactions as mandatorily required under relevant provisions of the Listing Regulations. The said transactions are in the ordinary course of business and at arm's length basis. The Company had taken omnibus approvals for indicative transactions proposed during the financial year ended March 31, 2021.

(b) Compliances by the Company

The Company has complied with the requirements of the Stock Exchanges, SEBI and other statutory authorities on all matters relating to capital markets during the last three years. No penalties or strictures have been imposed on the Company by the Stock Exchanges, SEBI or other statutory authorities relating to the above.

(c) Code of Conduct

The Company is committed to conducting its business in conformity with ethical standards and applicable laws and regulations. This commitment stands evidenced by the Model Code of Conduct adopted by the Board of Directors at their meeting held on December 30, 2004 which is applicable to each member of the Board of Directors and Senior Management of the Company.

The Company has received confirmations from all the Directors and Senior Management of the Company regarding compliance with the said Code for the financial year under review. A certificate from Mr. S. Sridhar, Managing Director to this effect forms part of this Report. The said Code is also displayed under the Investor Relations section on the Company's website 'www.pfizerindia.com'.

(d) Whistle Blower / Vigil Mechanism

The Company has established a Whistle Blower / Vigil Mechanism through which its Directors, Employees and Stakeholders can report their genuine concerns about unethical behaviours,

actual or suspected fraud or violation of the Company's code of conduct or ethics policy. The said Mechanism provides for adequate safeguards against victimization and also direct access to the higher levels of supervisors. No person has been denied access to the Audit Committee.

The e-mail ID for reporting genuine concerns is corporate.compliance@pfizer.com. In appropriate and exceptional cases, concerns may be raised directly to the Chairperson of the Audit Committee at: Chairman.IndiaAuditcom@pfizer.com

(e) Risk Management framework

The Company has in place a mechanism to inform the Risk Management Committee and the Board about the risk assessment and minimization procedures and periodical review to ensure that management controls risk through means of a properly defined framework. The Company has formulated and adopted Risk Management Policy to prescribe risk assessment, management, reporting and disclosure requirements of the Company.

(f) Management Discussion and Analysis

The Management Discussion and Analysis forms a part of the Board's Report. All matters pertaining to industry structure and developments, opportunities and threats, segment-wise/team-wise performance, outlook, risks and concerns, internal control systems and adequacy, discussion on financial and operational performance and material developments in human resources are discussed in the said Report

(g) Adherence to Indian Accounting Standards

The financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 notified under Section 133 of the Companies Act, 2013 ("the Act") and other relevant provisions of the Act. Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy in use.

(h) Board Diversity

The Company recognizes that a Board composed of appropriately qualified members with a broad range of experience relevant to the business is important for effective corporate governance and sustained commercial success. The Company believes that it has a truly diverse Board which leverages on the skills and knowledge, industry or related professional experience, age and

gender, which helps the Company to retain our competitive advantage. The Board has adopted the Board Diversity Policy to recognize the benefits of a diverse Board and to further enhance the quality of participation and performance.

(i) Familiarization Program for Independent Directors

The Company has in place a Familiarization Program for Independent Directors to provide insights into the Company to enable the Independent Directors to understand its business in depth and contribute significantly to the Company's success. The Executive Directors/ Senior Management makes presentations periodically to familiarize the Independent Directors with the strategy, operations and functions of the Company.

The Company also circulates news and articles related to the industry and provides specific regulatory updates to the Independent Directors on a regular basis. The Company has devised and adopted a policy on Familiarization Program for Independent Directors and has uploaded the same on the Company's website 'www.pfizerindia.com'. The weblink for the Policy and details of the Familiarization Programmes imparted to the Independent Directors during the financial year under review is <https://www.pfizerindia.com/eNewsWebsite/investor/pdf/Familiarization%20program%20for%20IDs%20-%20Pfizer.pdf>

(j) Performance Evaluation Criteria for Independent Directors

The Company has devised a performance evaluation framework and policy, which sets a mechanism for the evaluation of the Independent Directors. Performance evaluation of the Independent Directors was carried out through an evaluation program in terms of the aforesaid performance evaluation framework and policy.

(k) Transfer of shares to Ministry of Corporate Affairs INVESTOR EDUCATION AND PROTECTION FUND ('IEPF') Account

The details in respect of the transfer of shares to the MCA's IEPF Account pursuant to Section 124 of the Companies Act, 2013 and ("the Act") read with Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 and Rules made thereunder as amended from time to time and other applicable provisions of the Act, if any, are provided in Note No. 5 to the Notice of the 70th Annual General Meeting of the Company.

(l) Transfer of shares to Unclaimed Suspense Account

The details in respect of the shares held by the Company in its unclaimed suspense account are provided in Note No. 7 to the Notice of the 70th Annual General Meeting of the Company.

(m) Dividend Distribution Policy

In terms of the provisions of Regulation 43A of the SEBI Listing Regulations, the dividend distribution policy for determining the parameters and factors to be considered for declaration of dividend is available on the website of the Company at 'www.pfizerindia.com' under Investor Relations section under Policies and Procedures Tab.

(n) Policy on criteria for determining materiality of events

In terms of the Regulation 30 of the SEBI Listing Regulations, the policy on criteria for determining materiality of events and ensuring timely and accurate dissemination of the material event/ information to the Stock Exchanges is available on the website of the Company at 'www.pfizerindia.com' under Investor Relations section under Policies and Procedures Tab.

(o) Code of conduct for dealing in Company's securities Pursuant to the SEBI (Prohibition of Insider Trading) Regulations, 2015, your Company has framed a Code of Conduct for the designated persons for dealing in the securities of the Company.

(p) Code of practices and procedures for fair disclosure of unpublished price sensitive information Pursuant to the SEBI (Prohibition of Insider Trading) Regulations, 2015 and amendments thereof, your Company has framed code of practices and procedures for fair disclosure of unpublished price sensitive information. The same is available on the website of the Company at 'www.pfizerindia.com' under Investor Relations section under Policies and Procedures Tab.

(q) Archival Policy for website content

In terms of the Regulation 30 of the SEBI Listing Regulations, the Company has formulated a policy on maintaining and preserving timely and accurate records uploaded on the website of the Company. The same is available on the website of the Company at 'www.pfizerindia.com' under Investor Relations section under Policies and Procedures Tab.

(r) Disclosures in the relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Number of complaints filed during the financial year 2020-21	Nil
Number of complaints disposed of during the financial year 2020-21	Nil
Number of complaints pending as on end of the financial year 2020-21	Nil

(s) Mandatory Requirements

The Company is fully compliant with all the mandatory requirements stipulated under the provisions of the Listing Regulations, as amended from time to time. The adoption of non-mandatory requirements is provided in this Report.

(t) The Company does not deal in commodity(ies) and hence disclosure relating to commodity price risks and commodity hedging activities does not apply to the Company.

(u) The Company has not raised any funds through preferential allotment or Qualified Institutional Placement for the financial year ended March 31, 2021.

(v) The Company has paid ₹1.05 Crore as total fees for all services provided by M/s. Walker Chandio & Co. LLP, Statutory Auditors of the Company for the financial year under review.

(w) There has been no instance of any Non-Compliance with the requirements of Corporate Governance Report under Sub para (2) to (10) of Part C of Schedule V to the Listing Regulations.

VII. MEANS OF COMMUNICATION

Financial Results

The quarterly, half-yearly and annual financial results are generally published in 'Business Standard' and 'Sakal'. The results are displayed under the Investor Relations section on the Company's website 'www.pfizerindia.com' shortly after its submission to the Stock Exchanges. Further the Press Release issued by the Company are uploaded on the Company's website 'www.pfizerindia.com'.

Presentation to Institutional Investors / Analysts

One tele-conference was held with Institutional Investors / Analysts on August 5, 2020. The transcript of the same was put on the Company's website 'www.pfizerindia.com'. The official news releases are displayed under the Investor Relations section on the website of the Company.

VIII. GENERAL SHAREHOLDER INFORMATION

Date, Day, Time and Venue of the Annual General Meeting

Date : August 19, 2021
Day : Thursday
Time : 3.00 p.m.
Venue : Through Video Conference / Other Audio Visual Means as set out in Notice convening the Annual General Meeting

Financial Year

The financial year of the Company is from 1st April to 31st March. Financial Calendar (Tentative):

First Quarter Results July 28, 2021
Second Quarter Results On or before November 14, 2021
Third Quarter Results On or before February 14, 2022
Fourth Quarter and Annual Results On or before May 29, 2022

Date of Book Closure

August 13, 2021 (Friday) to August 19, 2021 (Thursday) {both days inclusive}

Dividend Payment Date

The Board of Directors at its meeting held on May 26, 2021 recommended a dividend of ₹35/- (350%) per equity share for the financial year ended March 31, 2021. The said dividend for the financial year ended March 31, 2021, as recommended by the Board of Directors of the Company, if approved at the Annual General Meeting, will be paid to the Members on or before September 15, 2021 as under:

- i. To all Beneficial Owners in respect of shares held in dematerialized form as per the data as may be made available by the National Securities Depository Limited (NSDL) and the Central Depository Services (India) Limited (CDSL) as

of the close of business hours on Thursday, August 12, 2021;

- ii. To all Members in respect of shares held in physical form as per the Register of Members as may be made Address for Correspondence available by the Company's Registrar and Share Transfer Agent as of the close of business hours on Thursday, August 12, 2021.

Listing on Stock Exchanges

The Company is listed on the following:

BSE Limited	National Stock Exchange of India Limited
1 st Floor, P. J. Towers,	Exchange Plaza, 5 th Floor,
Dalal Street, Fort,	Plot No. C/1, G Block,
Mumbai - 400 001.	Bandra-Kurla Complex,
	Bandra (E), Mumbai - 400 051

The annual listing fees have been paid and there is no outstanding payment towards the Stock Exchanges, as on date.

Stock Code

BSE Limited - 500680

The National Stock Exchange of India Limited - PFIZER EQ

International Securities Identification Number (ISIN)

The Company's scrip form part of the SEBI's Compulsory Demat Segment bearing ISIN INE182A01018.

Corporate Identity Number (CIN)

The Company's CIN, allotted by the Ministry of Corporate Affairs, Government of India, is L24231MH1950PLC008311. The Company is registered at Mumbai in the State of Maharashtra, India.

All Shareholders' correspondence should be addressed to KFin Technologies Private Limited, the Registrar and Transfer Agent of the Company or to the Secretarial Department of the Company at the following addresses:

Registrar and Share Transfer Agent Address	Registered Office Address
KFin Technologies Private Limited (Formerly known as Karvy Fintech Private Limited) UNIT: PFIZER LIMITED Selenium Tower B, Plot No 31 & 32, Gachibowli Financial District, Nanakramguda, Serilingampally, Hyderabad, Telangana - 500032. Contact person: Mr. Premkumar Nair Tel: 040 6716 2222 TOLL FREE NO.: 1800-309-4001 E-mail ID: einward.ris@kfintech.com	Pfizer Limited The Capital, 1802/1901, Plot No. C-70, G Block, Bandra Kurla Complex, Bandra (East), Mumbai 400 051. Contact person: Mr. Prajeet Nair Tel: +91 22 6693 2000; Fax: +91 22 2654 0274 Email ID: prajeet.nair@pfizer.com; contactus.india@pfizer.com Website: www.pfizerindia.com L24231MH1950PLC008311

Share Transfer System

The Board has authorized Board Administrative & Share Transfer Committee to approve / authorize matters relating to share transfers / transmission, issue of duplicate shares, etc. At each Board Meeting, the Directors are apprised of the details of transfer / transmission / issue of duplicate shares authorized by the Board Administrative & Share Transfer Committee. The Company's Registrars, KFin Technologies Private Limited has adequate infrastructure to process the share transfers. The share transfers received are processed within 15 days from the date of receipt, subject to the transfer instrument being valid and complete in all respects along with the requisite documents. The Members are requested to note that SEBI had vide its Circulars dated September 7, 2020 and December 2, 2020 had fixed March 31, 2021 as the cut-off date for re-lodgement of transfer deeds and the shares that are re-lodged for transfer shall be issued only in demat mode. Consequent to the above, the Company cannot accept any request for transfer of shares in physical mode effective April 1, 2021.

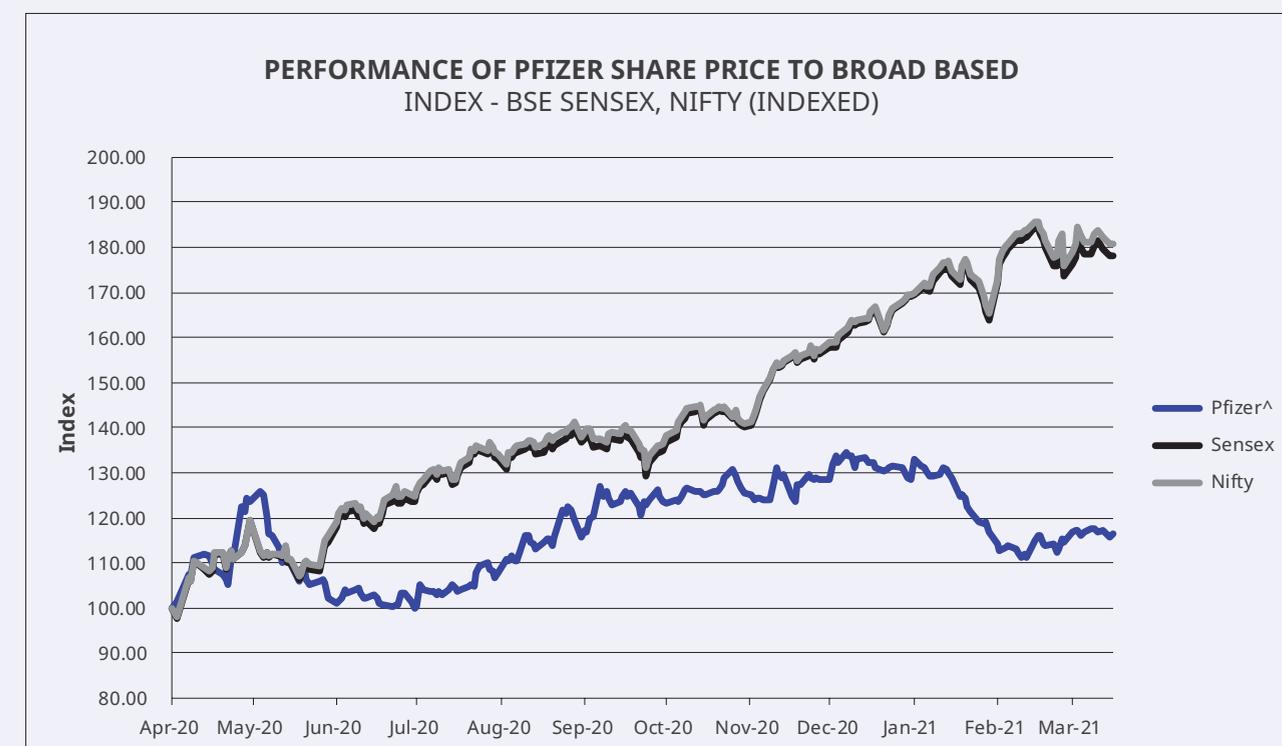
Dematerialization requests are processed within 21 days from the date of receipt, to give credit of the shares through the Depositories. In compliance with the Listing Agreement with the Stock Exchanges and the Listing Regulations, every six months, a Practicing Company Secretary audits the System of Transfer and a Certificate to that effect is issued.

MARKET PRICE DATA*

The High and Low prices of the Company's share (of the face value of ₹10/- each) for the financial year under review are as below:

Month and Year	BSE Limited		The National Stock of India Limited	
	High (₹)	Low (₹)	High (₹)	Low (₹)
April 2020	5172.95	3833.15	5,170.00	3,827.05
May 2020	5089.90	3995.05	5,088.00	3,990.00
June 2020	4214.80	3940.00	4,210.00	3,930.85
July 2020	4444.65	3958.80	4,450.00	3,960.00
August 2020	4935.00	4284.00	4,930.00	4,277.00
September 2020	5230.00	4530.55	5,239.00	4,530.70
October 2020	5273.55	4856.60	5,269.00	4,860.00
November 2020	5875.00	4890.00	5,900.00	4,887.00
December 2020	5539.00	4985.00	5,436.60	5,010.00
January 2021	5438.25	4620.00	5,450.00	4,620.00
February 2021	4671.00	4200.00	4,673.85	4,395.00
March 2021	4769.00	4331.60	4,770.00	4,330.00

* Source: BSE and NSE Websites.



^ Pfizer share price on BSE

DISTRIBUTION OF SHAREHOLDING

(a) Shareholding Pattern as on March 31, 2021:

Category of Shareholder	Number of Shares	Percentage of Shareholding
Promoters		
Pfizer East India B.V., Netherlands	18186334	39.75
Wyeth LLC, USA	5617707	12.28
Wyeth Holdings Corporation, USA	1630164	3.56
Warner-Lambert Company LLC, USA	1187163	2.60
Parke, Davis & Company LLC, USA	955733	2.09
John Wyeth & Brother Ltd, UK	882000	1.93
Pharmacia Corporation, USA	783941	1.71
Sub-Total	29243042	63.92
Non-Promoters		
Qualified Institutional Buyer	703689	1.54
Alternate Investment Fund	5328	0.01
Mutual Funds/UTI	3850950	8.42
Financial Institutions/Banks	8375	0.02
Insurance Companies	2126553	4.65
Foreign Institutional Investors	864916	1.89
Bodies Corporate	1270233	2.78
Individuals	7048448	15.40
Directors & Relatives	6017	0.01
Trusts	1292	0.00
Foreign Bodies Corporate	310	0.00
Non-resident Indians	229954	0.51
Clearing Members	40932	0.09
NBFC	1050	0.00
MCA IEPF Account	346643	0.76
Sub-Total	16504690	36.08
Total	45747732	100.00

(b) Class-wise Distribution of Equity Shares as on March 31, 2021:

Number of Equity Share Holding	Number of Shareholders	Percentage of Shareholders	Number of Shares	Percentage of Shareholding
1-50	122611	81.51	1560141	3.41
51-100	12864	8.55	1020858	2.23
101-500	13232	8.80	2614164	5.71
501-1000	1070	0.71	765656	1.67
1001-5000	543	0.36	1036756	2.27
5001-10000	38	0.02	280839	0.61
10001 & Above	75	0.05	38469318	84.10
Total	150433	100.00	45747732	100.00

Dematerialization of Shares and Liquidity

The shares of the Company form part of the Compulsory Demat Segment. The Company has established connectivity with both the Depositories viz., National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) through its Registrars & Share Transfer Agents, KFin Technologies Private Limited.

As on March 31, 2021, the number of shares held in dematerialized and physical mode are as under:

Number of Equity Share Holding	Number of Shares	Percentage to total capital issued	Number of Shareholders	Percentage to total number of shareholders
Held in dematerialized mode in NSDL	43355741	94.77	77019	51.20
Held in dematerialized mode in CDSL	1859186	4.06	64372	42.79
Sub-Total (dematerialized mode)	45214927	98.83	141391	93.99
Physical mode	532805	1.17	9042	6.01
Total	45747732	100.00	150433	100.00

Outstanding GDRs/ADRs/Warrants or any convertible instruments, etc.

As on date, the Company has not issued these types of securities.

Foreign exchange risk and hedging activities

The Company does not have any material foreign exchange exposure and is not involved into hedging activities.

Plant Location

- i. Plot No. L-137,
Phase III, Verna Industrial Estate,
Verna - 403 722, Goa
- ii. Thane Belapur Road*
KU Bazar Post
Navi Mumbai - 400 705

*During the financial year ended March 31, 2016, the Company had entered into an agreement for sale of Business Undertaking at the Thane plant.

Credit Rating

The Company has not obtained any credit rating for the financial year ended March 31, 2021.

As per Clause 13 of Part C of Schedule V to the Listing Regulations, the Company has made disclosures of the compliance with corporate governance requirements specified in Regulation 17 to 27 and Clauses (b) to (i) of Sub-regulation (2) of Regulation 46 on the website of the Company - 'www.pfizerindia.com'.

IX. NON-MANDATORY REQUIREMENTS

The Board

The Chairman of the Board does not maintain a Chairman's office at the Company's expense.

Shareholders' Rights

The half-yearly financial results are published in the newspapers as mentioned above and also they are displayed under the Investor Relations section on the Company's website 'www.pfizerindia.com'. Therefore, the results were not separately circulated to all shareholders.

Modified opinion(s) in Audit Report

The Company has its financial statements for the financial year ended March 31, 2021 with unqualified audit report.

Separate posts of Chairperson and Chief Executive Officer

Mr. R. A. Shah, Non-Executive Independent Director is the Chairman and Mr. S. Sridhar is the Managing Director and Chief Executive Officer of the Company.

Reporting of Internal Auditor

The Internal Auditor presents the Internal Audit and Remediation Status report on a quarterly basis to the Audit Committee and satisfactorily addresses the queries/ clarifications sought by the Committee.

For and on behalf of the Board of Directors.

Mumbai, May 26, 2021

R. A. Shah
Chairman
DIN: 00009851

ANNEXURE 1
CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members,
PFIZER LIMITED
CIN: L2431MH1950PLC008311
The Capital, 1802 / 1901,
Plot No. C-70, G Block,
Bandra Kurla Complex,
Bandra (East), Maharashtra,
Mumbai – 400051.

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of PFIZER LIMITED having CIN : L2431MH1950PLC008311 and having registered office at The Capital, 1802 / 1901, Plot No. C-70, G Block, Bandra Kurla Complex, Bandra (East), Maharashtra, Mumbai – 400051 (hereinafter referred to as 'the Company'), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In my opinion and to the best of my information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me by the Company & its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2021 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Name of Director	DIN	Date of appointment in Company*
1.	Rajendra Ambalal Shah	00009851	09/11/1965
2.	Sunil Siddharth Lalbhai	00045590	14/02/2015
3.	Pradip Panalal Shah	00066242	07/12/1999
4.	Uday Chander Khanna	00079129	21/05/2012
5.	Meena Ganesh	00528252	08/03/2019
6.	Sridhar Subramaniam	05162648	14/05/2013
7.	Milind Anil Patil	02546815	14/11/2018
8.	Samir Salauddin Kazi	07184083	14/02/2020

* the date of appointment is as per the MCA Portal.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. My responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Saraf & Associates
Practising Company Secretaries

K.G. SARAF
Proprietor
FCS: 1596 | CP: 642
FRN. S1988MH004801
PR. 1003/2020

Place : Mumbai
Date : May 26, 2021
UDIN : F001596C000375684

DECLARATION BY THE MANAGING DIRECTOR UNDER REGULATION 26 OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015, REGARDING COMPLIANCE WITH CODE OF CONDUCT

In accordance with Regulation 26 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, I hereby confirm that, all the Directors and the Senior Management personnel of the Company have affirmed compliance with the Code of Conduct, as applicable to them, for the financial year ended March 31, 2021.

For Pfizer Limited

S. Sridhar
Managing Director
DIN: 05162648

Mumbai, May 26, 2021

INDEPENDENT AUDITOR'S CERTIFICATE ON CORPORATE GOVERNANCE TO THE MEMBERS OF PFIZER LIMITED

- This certificate is issued in accordance with the terms of our engagement letter dated 12 October 2020.
- We have examined the compliance of conditions of corporate governance by Pfizer Limited (the 'Company') for the year ended 31 March 2021, as stipulated in Regulations 17 to 27, clauses (b) to (i) of Regulation 46(2), and paragraphs C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the 'Listing Regulations').

Management's Responsibility

- The compliance of conditions of corporate governance is the responsibility of the management. This responsibility includes the designing, implementing and maintaining operating effectiveness of internal control to ensure compliance with the conditions of corporate governance as stipulated in the Listing Regulations.

Auditor's Responsibility

- Pursuant to the requirements of the Listing Regulations, our responsibility is to express a reasonable assurance in the form of an opinion as to whether the Company has complied with the conditions of corporate governance as stated in paragraph 2 above. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring the compliance with the conditions of corporate governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
- We have examined the relevant records of the Company in accordance with the applicable Generally Accepted Auditing Standards in India, the Guidance Note on Certification of Corporate Governance issued by the Institute of Chartered Accountants of India (the 'ICAI'),

and the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

- We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

- Based on the procedures performed by us and to the best of our information and according to the explanations provided to us, in our opinion, the Company has complied with the conditions of corporate governance as stipulated in the Listing Regulations during the year ended 31 March 2021.

We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Restriction on use

- This certificate is issued solely for the purpose of complying with the aforesaid regulations and may not be suitable for any other purpose.

For Walker Chandiook & Co LLP
Chartered Accountants
Firm Registration No. 001076N/N500013

Ashish Gupta
Partner
Place: New Delhi
Date: 26 May, 2021
Membership No.: 504662
UDIN: 21504662AAAADQ6921

Annexure-H BUSINESS RESPONSIBILITY REPORT

SECTION A: GENERAL INFORMATION ABOUT THE COMPANY

Sr. No.	Particulars	Information
1.	Corporate Identity Number (CIN) of the Company	L24231MH1950PLC008311
2.	Name of the Company	Pfizer Limited
3.	Registered Address	The Capital, 1802 / 1901, Plot No. C - 70, G Block, Bandra-Kurla Complex, Bandra (East), Mumbai 400 051
4.	Website	www.pfizerindia.com
5.	E-mail id	contactus.india@pfizer.com
6.	Financial Year Reported	April 1, 2020 - March 31, 2021
7.	Sector(s) that the Company is engaged in (industrial activity code-wise)	Pharmaceuticals - NIC Code - 21002
8.	List three key products/services that the Company manufactures/markets/provides:	1. Prevenar 13 2. Becosules 3. Mucaine
9.	Total number of locations where business activity is undertaken by the Company:	
i.	Number of International Locations	Nil
ii.	Number of National Locations	<ul style="list-style-type: none"> The Company's manufacturing plant is located in Goa Registered Office (Corporate Office) is located in Mumbai Five regional offices located in New Delhi, Kolkata, Chennai, Hyderabad and Lucknow. 20 distribution locations across the nation
10.	Markets served by the Company- Local/ State/National/International	<ul style="list-style-type: none"> PAN India The Company also exports certain products to the following international locations: 1. Sri Lanka 2. Nepal 3. Bangladesh

SECTION B: FINANCIAL DETAILS OF THE COMPANY

Sr. No.	Particulars	Information
1.	Paid up Capital	₹45.75 Crore as on March 31, 2021
2.	Total Turnover (Sale of products)	₹2,190.04 Crore for the year ended March 31, 2021
3.	Total profit after taxes	₹497.61 Crore for the year ended March 31, 2021
4.	Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	₹2.11 Crore (0.42% of the Profit after Tax) for the year ended March 31, 2021
5.	List of activities in which expenditure in 4 above has been incurred:	<p>The CSR spent for the year under review includes mainly the following:</p> <ol style="list-style-type: none"> Pfizer IIT Delhi Innovation & IP Program Anti Microbial Resistance Project School Adoption and Development Program Contribution to Disaster Relief Work Village Transformation Project Pfizer Tata Trusts Cancer Care Project Cancer Care Physical Helpdesk-Doctors foryou <p>For details please refer to the CSR section and Annexure A of the Board's Report of the Company.</p>

SECTION C: OTHER DETAILS

1. Does the Company have any Subsidiary Company/Companies?

The Company does not have any Subsidiary Company.

2. Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s).

Not Applicable.

3. Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BRR initiatives of the Company. If yes, then indicate the percentage of such entity/entities? [Less than 30%, More than 60%]

Pfizer's Code for Business Conduct - 'The Blue Book' - contains the basic principles and rules with respect to the Business Responsibility ('BR') initiatives. The principles of the said Blue Book are extended to all its business associates who do business with the Company. While the business associates do not directly participate in the business responsibility initiatives of the Company, they are encouraged to adopt these principles.

SECTION D: BR INFORMATION

1. Details of Director responsible for BR

(a) Details of the Director responsible for implementation of the BR policy/policies:

Sr. No.	Particulars	Details
1.	DIN	05162648
2.	Name	Mr. S. Sridhar
3.	Designation	Managing Director

(b) Details of the BR head:

Sr. No.	Particulars	Details
1.	DIN (if applicable)	05162648
2.	Name	Mr. S. Sridhar
3.	Designation	Managing Director
4.	Telephone number	022 6693 2000
5.	E-mail id	sridhar.s@pfizer.com

2. Principle-wise (as per NVGs) BR Policy/policies (Reply in Y/N)

Sr. No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
		Business Ethics, Transparency and Accountability	Product Life Cycle Sustainability	Employees' well-being	Stakeholders' Welfare	Human Rights	Environment	Public and Regulatory Policy	Inclusive Growth and Equitable Development	Customer Responsibility
1.	Do you have policy/policies for....	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The Company is guided by "The Blue Book - Summary of Pfizer Policies on Business Conduct" of its parent company, Pfizer Inc., USA. The Blue Book along with Company's local policies covers all the above 9 principles.								

Sr. No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
		Business Ethics, Transparency and Accountability	Product Life Cycle Sustainability	Employees' well-being	Stakeholders' Welfare	Human Rights	Environment	Public and Regulatory Policy	Inclusive Growth and Equitable Development	Customer Responsibility
2.	Has the policy being formulated in consultation with the relevant stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The Blue Book and local policies adopted by Company are formulated keeping in mind the best global ethical, regulatory and environmental practices and after due consultation with relevant stakeholders..								
3.	Does the policy conform to any national/ international standards? If yes, specify? (50 words)	Y	Y	Y	Y	Y	Y	Y	Y	Y
		Pfizer's Blue Book represents one of the best global ethical, regulatory and environmental practices. Further, the local policies adopted by the Company meet with the local regulatory requirements.								
4.	Has the policy being approved by the Board? If yes, has it been signed by MD/Owner/CEO/ appropriate Board Director?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The Board of Directors of the Company have adopted "The Blue Book - Summary of Pfizer Policies on Business Conduct" of Pfizer Inc, its Parent Company.								
5.	Does the Company have a specified committee of the Board/Director/ Official to oversee the implementation of the policy?	Y	Y	Y	Y	Y	Y	Y	Y	Y
6.	Indicate the link for the policy to be viewed online?	https://www.pfizerindia.com/eNewsWebsite/investor/pdf/Pfizer%20Inc%20-%20BlueBook.pdf								
7.	Has the policy been formally communicated to all relevant internal and external stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.	Does the Company have in-house structure to implement the policy/policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
9.	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The Company has established a Whistle Blower / Vigil Mechanism. The Company also has separate process to report adverse event reporting and other product related complaints.								
10.	Has the Company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?	The Company's Secretarial Auditor has conducted a review of the BRR related compliances and working of the policies. There are no qualifications or adverse remarks in the Secretarial Audit Report with respect to the BRR of the Company. Periodic reviews are carried out by the Company on the working of the Policies and annual refresher training is provided to the employees.								

2a. If answer to Sr. No. 1 against any principle, is 'No', please explain why: (Tick up to 2 options)

Sr. No	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	The Company has not understood the Principles	NA								
2.	The Company is not at a stage where it finds itself in a position to formulate and implement the policies on specified principles	NA								
3.	The Company does not have financial or manpower resources available for the task	NA								
4.	It is planned to be done within next 6 months	NA								
5.	It is planned to be done within next 1 year	NA								
6.	Any other reason (please specify)	NA								

3. Governance related to BR

- Indicate the frequency with which the Board of Directors, Committee of the Board or CEO assess the BR performance of the Company. (Within 3 months, 3-6 months, a Annually, more than 1 year).

The frequency of assessment of BR performance by the Board of Directors is on an annual basis.

- Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently it is published?

The Company has published its Business Responsibility Report for financial year ended March 31, 2021, which forms part of the Annual Report. The same is also available on the Company's website at www.pfizerindia.com.

SECTION E: PRINCIPLE-WISE PERFORMANCE

Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

Conducting ourselves with integrity helps us earn the trust and respect of the people we serve. At Pfizer, it is the first and foremost responsibility of each employee to abide by the Company's policies on business conduct. Each employee must comply not only with the letter of these policies but also with their spirit. Our policies are reviewed annually to ensure that they meet or exceed evolving legal standards and societal expectations.

- Does the policy relating to ethics, bribery and corruption cover only Company? Yes/No. Does it extend to the Group/ Joint Ventures / Suppliers / Contractors / NGOs / Others?

The Company is guided by the policies enshrined in the Blue Book with respect to ethics, bribery and corruption. These are applicable not only to the Company but also to the business associates who do business with the Company.

- How many stakeholders' complaints have been received in the past financial year and what % was satisfactorily resolved by the management? (if so, provide details thereof, in about 50 words or so)

50 complaints were received during the financial year ended March 31, 2021 from the stakeholders. 64% of these were satisfactorily resolved. Internal review is still ongoing for the pending items.

Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

- List up to 3 products or services whose design has incorporated social or environmental concerns, risks and/or opportunities:

- Gelusil MPS Tablets

During the year under review, the Goa plant had initiated technology transfer of Gelusil MPS Tablets. The Plant designed a process flow incorporating

equipment which are inter connected under vacuum, leaving minimum manual intervention in transfer of product from one stage to other in a dust free environment.

- Product wise details in respect of resource use (energy, water, raw materials etc.) per unit of product:

Sr. No.	Product	RM used per unit of product (mg)	Energy used per unit of product (Kwh)	Water used per unit of product (ml)
1.	Gelusil MPS Tablets	1154	0.04	0.2

- Reduction during sourcing/production/distribution achieved since previous year throughout the value chain?

This year the consumption of Electrical Energy (Purchased & generated through Diesel Generator) in 2020-21 has reduced by 5% over the previous year while the Goa Plant has manufactured 20% more in terms of number of Tablets over its previous year.

The Goa site continued its journey towards Green Energy Project. During the period under review, the Site's solar power generation had gone up by 2.45 times. A total of 128 MWH of electrical energy generated through Solar power system is consumed in Manufacturing activity.

- Reduction during usage by consumers (energy/water) has been achieved since the previous year?

The consumption of Electrical Energy during year under review has resulted in a reduction of 5% over previous year as compared to increase manufacturing of tablets by 20%.

The Goa Plant has increased its solar power generation capacity and it continues to emphasize focus on Green Energy Projects.

- Does the Company have procedures in place for sustainable sourcing (including transportation)? If yes, what % of the inputs were sourced sustainably? (provide details in about 50 words or so)

The Company conducts periodic assessment of supplier sites and supports efforts of suppliers to improve their EHS practices & sustainability.

- What are the steps taken to procure goods and services from local and small producers, including

communities surrounding their place work? If yes, what steps have been taken to improve their capacity and capability of local and small vendors?

In line with the principles of Blue Book, the Company also procures goods and services from local and small manufacturers and service providers particularly located near its manufacturing facility at Goa. The business associates who do business with the Company are covered under Company's policies and evaluated periodically for Environment, Health and Safety practices and compliances. This helps your Company to ensure maintaining sustainability with the business associates to ensure business continuity and availability of the products to our stakeholders.

- What is the Mechanism to recycle products and waste? Yes/No (if yes, what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words)

The pharmaceutical products cannot be recycled. The Company's Goa manufacturing facility is a zero effluent discharge site. All effluents generated at the said facility are treated and recycled back.

The Goa Plant generates four types of waste namely Hazardous, Non-Hazardous, Waster Water & Canteen Waste.

All Hazardous waste is incinerated, while all non-hazardous Waste is recycled by respective authorized vendors.

Process & Domestic Waste Water generated is treated by inhouse Water treatment plant as per norms prescribed by Local pollution Control Authorities. Treated Water is thereafter used to maintain own Landscape.

Canteen waste generated is treated by inhouse Organic Composting machine and the end product is used as manure for the Landscape.

Principle 3: Businesses should promote the well-being of all employees

- Total number of employees:

The Company has 2,358 employees as on March 31, 2021.

- Total number of employees hired on temporary/contractual/casual basis:

The Company has 246 employees who are hired on contractual basis.

- Total number of permanent women employees:

The Company has 287 permanent women employees.

4. **Number of permanent employees with disabilities:**
NIL

5. **Does the organization have an employee association recognized by Management?**

Yes, we have employee association at our Plant locations in Goa and Thane and field colleagues in Women Healthcare.

6. **% of permanent employees as the members of such employee association?**

7.8% of the permanent employees are members of recognized employee association.

7. **Please indicate the Number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in the last financial year and pending, as on the end of the financial year:**

Sr. No.	Category	No. of complaints filed during the financial year	No. of complaints pending as on end of the financial year
1.	Child labour/forced labour/ involuntary labour	Nil	Nil
2.	Sexual harassment	Nil	Nil
3.	Discriminatory employment	Nil	Nil

8. **What % of permanent employees, permanent women employees, casual/temporary/contractual employees and employees with disabilities were given safety & skill up-gradation training in the last year?**

Not Applicable

Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized

1. **Has the Company mapped its internal and external stakeholders? (Yes/No)**

Yes, we have mapped our internal and external stakeholders.

2. **Has the Company identified the disadvantaged, vulnerable and marginalized stakeholders?**

Yes, we have identified the disadvantaged, vulnerable and marginalized stakeholders.

3. **Are there any special activities taken by the Company to engage with the disadvantaged, vulnerable and marginalized stakeholders? (if so, provide details thereof, in about 50 words or so)**

Yes. The company has undertaken several activities which includes disaster relief through donation of medicines and restoring primary health facilities and School Adoption and Development Program in Mumbai and Goa to identify and engage with schools for building and refurbishing sanitation and safe drinking water units, civil infrastructure, science labs and menstrual hygiene.

Principle 5: Businesses should respect and promote Human Rights

1. **Does the Company's policy on Human Rights extend to the Group/Joint Ventures/Suppliers/Contractors/NGOs/ Others?**

Yes.

2. **How many stakeholder complaints have been received in the past financial year and what % was satisfactorily resolved by the management?**

No stakeholder complaints were received in the past financial year.

Principle 6: Business should respect protect, and make efforts to restore the environment

1. **Does the Company's policy on protection of environment extend to the Group / Joint Ventures / Suppliers / Contractors / NGOs / Others?**

Yes.

2. **Do we have strategies/initiatives to address global environmental issues such as climate change, global warming, etc? (if yes, please give hyperlink for webpage)**

Yes, Goa Plant has initiated many projects to address Global environmental issues. Some of the major contributing projects are:

- a) Installation of LED Lighting all across the site resulting in less Energy consumption and Carbon footprint.
- b) Elimination of Furnace oil from Boiler operation resulting in less Carbon Footprint and lesser impact on global warming.
- c) Replacement of old Dehumidifiers by new generation Microprocessor based Dehumidifiers resulting in less energy consumption and Carbon footprint.

d) Installation of PV Solar Panels to produce Green Electrical Energy and produced 128 MWH Electrical energy during the period under review resulting in lesser Carbon footprint.

3. **Has the company identified and access potential environmental risks?**

Yes, the Company has identified environmental risks and carried out impact assessment for all the operations carried out at the site and has adequate controls to mitigate all the potential environmental risks.

4. **Does the Company have any project related to Clean Development Mechanism? (if yes, provide details thereof in 50 words also whether any environmental compliance report is filed)**

Yes, the site has developed a 5 Year plan for installation of Solar Photo Voltaic panels every year. The Site has already installed 118 KWP Solar panels & 5 KWP Wind turbine in two phases till March 2021. During the period under review, the Site's solar power generation had gone up by 2.45 times. A total of 128 MWH of electrical energy generated through Solar power system is consumed in Manufacturing activity.

The Site had also completed 3rd Phase of installation of 117 KWP Solar Panels which became operational from May 2021.

5. **Has the company undertaken any other initiatives on - clean technology, energy efficiency, renewable energy, etc. (if yes, please give hyperlink for webpage)**

Yes, the Company has 5 year capital plan to replace key old machines used in core manufacturing to new energy efficient machines with almost 20% less energy requirement.

6. **Are the Emissions/Waste generated within the permissible limits given by the CPCB/SPCB for the financial year being reported?**

Yes, all the air emissions/ waste water generation/ waste generation are within permissible limits given by the state SPCB.

7. **Number of show cause/legal notices received from CPCB/ SPCB which are pending as on end of financial year?**

No show cause/legal notices received from CPCB/SPCB which were pending as on end of financial year.

Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

1. **Is the Company a member of any trade and chamber association? (if yes, name the major ones that your business deals with)**

Yes.

- Organization of Pharmaceutical Producers of India.
- Federation of Indian Chambers of Commerce & Industry.
- US-India Business Council
- US-India Strategic Partnership Forum

2. **Has the Company advocated/lobbied through above associations for the advancement or improvement of public good? (if yes specify the broad areas - governance and administration, economic reforms, inclusive development policies, energy security, water, food security, sustainable business principles, others)**

Yes.

Strengthening of public health systems, equitable access to the latest therapies, smoothening ease of doing business and making the regulatory system to be at par with internationally accepted norms has been the focus of the Company's advocacy efforts. The Company has been at the forefront of the advocacy efforts conducted under the aegis of the different industry associations all aimed at amendment of the current policy, regulatory and legal framework which would support the business ecosystem for the industry and the company. We have worked towards ensuring our views are part of the industry advocacy efforts to faster availability of the latest innovative therapies for the patients without IP violation/infringement is an area of active advocacy by the Company.

Advocacy is also focused on strengthening of the innovation eco systems through policies that encourage the creation and deployment of intellectual property in the broader area for healthcare and further development of the National Health Policy framework.

Some examples of policy advocacy work include in the areas of

- Seeking support from the Government that encourages widespread participation of the private sector in strengthening national

programs, such as Ayushman Bharat and National Immunization Program.

- Public Health Policies including those aimed at promoting awareness for newer and existing therapies like vaccines
- Pharmaceutical Pricing policies
- Drug Regulatory policies and
- Encouraging Healthcare innovations made in India (towards impacting larger public health)

Principle 8: Businesses should support inclusive growth and equitable development

1. Does the Company have specified programmes/initiatives/projects in pursuit of this principle? (if yes, details thereof)

Your Company's CSR purpose is to promote access to quality healthcare in the country by nurturing innovations, encouraging community involvement of our employees and synergizing efforts in partnerships with government and other stakeholders for collective impact.

COVID-19 relief efforts in India:

Pfizer efforts during Phase 1 of relief

In the first phase of the pandemic, Pfizer deployed an estimated INR 2.7 crore (USD 370k) to support the Central and State Government efforts through supply of critical and life-saving equipment, necessary medicines and personal protective material to healthcare workers across the country.

- 5 State of the art ventilators to Government of Maharashtra
- 400,000 Protective masks for frontline healthcare workers
- Equipment support for Mumbai Police COVID Care and Quarantine Facility
- Support Quarantine Facilities at Dharavi
- Food relief for unorganized labourers in Goa
- Donation of essential drugs 75,000 tablets of Azithromycin

Pfizer-IIT Delhi Innovation & IP Program:

Your Company created this unique incubation accelerator program with an aim to support, promote and reward healthcare innovations made in India. The program, launched in partnership with the Foundation for Innovation and Technology Transfer (FITT) at IIT Delhi, has supported

34 innovations. Version 2.0 is an Advanced Holistic Support for Health Tech Innovations with focus on Oncology & Digital Health supporting 3 start-ups under each theme for 24 months in partnership with IIT Delhi and Social Alpha.

Interventions to combat AMR in India:

The key AMR strategy in India is to align with the government's National Action Plan (NAP). Pfizer Limited, is working at national level to increase awareness and surveillance through AMS trainings through the ICMR partnership. At the national level, the AMS efforts range from trainings and guidance for AMS implementation in 50-70 smaller hospitals to end to end AMS solutions through 10 larger hospitals being the nodal bodies.

NGO Americares India Foundation (AIF) to roll out two distinct initiatives that aimed at reducing the spread of antimicrobial resistance in the country.

A flagship programme under this umbrella—Project Parivartan focusses on addressing the current Infection Prevention and Control (IPC) challenges in healthcare facilities. In this multi-year project, your Company will support the development of a model for "Institutional Capacity Building" to deliver facility-based IPC and Anti-Microbial Stewardship among 11 small and mid-size hospitals across India.

Additionally, Pfizer along with AIF, will launch an Online Learning Platform for healthcare workers to ensure that they have access to quality training on IPC across India. The project is currently in the initial phase of building the IPC module as per the WHO guidelines. The platform would be accessible free of cost with certification in three languages (English, Hindi, Malayalam).

Pfizer-Tata Trusts' Cancer Care program

Pfizer, as a part of its CSR initiative, has partnered with Tata Trusts' Special Purpose Vehicle, Alamelu Charitable Foundation (ACF) to address this issue. The program being implemented by ACF has of four objectives:

- Enhance access through Health and Wellness Kiosks
- Spread awareness around early detection & palliative care through Community Outreach
- Provide consistent high quality care using the virtual patient E-helpdesk
- Make healthcare affordable

Pfizer's CSR funding supporting four interventions of Cancer Care at healthcare establishments in Diphu, Silchar, Ranchi and Tirupati has positively impacted the lives of 10,00,000 plus beneficiaries and 1,500 plus healthcare workers.

Village Transformation Project:

Your Company, in partnership with BAIF, has embarked on a holistic village transformation intervention. The aim of the project is to transform lives of the 5000 people living in 13 hamlets of Kualale gram panchayat at Jawhar, Maharashtra, adopted by Pfizer. The objective of the program is to:

- Improve access and availability of drinking water all-round the year
- Ensure access to nutrition, sanitation and healthcare facilities.
- Improve livelihood options through an increase in productivity and diversification
- Create awareness regarding water and water conservations

With these interventions, we hope to build sustainable, productive, healthier and self-sufficient communities in the region.

Pfizer-Doctors For You patient helpdesk in cancer hospitals:

Pfizer, in partnership with Doctors For You is establishing physical helpdesks for assistance of cancer patients and their care-givers across 10 large cancer hospitals in India such as All India Institute of Medical Sciences, Delhi; Tata Memorial Hospital, Mumbai; Indira Gandhi Institute of Medical Sciences, Patna; Dr.B.Baruah Cancer Institute, Guwahati; Homi Bhabha Cancer Hospital, Varanasi and more.

2. Are the programmers/projects undertaken through in-house team/own foundation/external NGO/ government structures/ any other organization?

Yes.

- COVID-19 relief efforts – in association with Americares India Foundation and International Association for Human Values (IAHV)
- Interventions to combat AMR in India – in association with Americares India Foundation and Indian Council of Medical Research (ICMR), New Delhi.
- Pfizer IIT Delhi Innovation and IP Program 1.0 & 2.0 – in association with Government Structure.
- Pfizer-ACF (Tata Trusts) Cancer Care Project – in association with Tata Trusts
- Village Transformation Project – in association with BAIF

- Physical Helpdesk Cancer Care Project – Doctors For You

3. Has the Company done any impact assessment of your initiative?

Yes.

4. What is the Company's direct contribution to community development projects – (Amount in ₹ and details of the projects undertaken)

- Pfizer – Tata Trusts (ACF) Cancer Care Project – ₹1.82 Crore
- Physical Helpdesk Cancer Care Project – Doctors For You – ₹98 Lakhs
- Pfizer IIT Delhi Innovation and IP Program 1.0 in association with Government Structure – ₹40 Lakhs
- Pfizer IIT Delhi Innovation and IP Program 2.0 in association with FITT and Social Alpha – ₹73 Lakhs

5. Has the Company taken steps to ensure that the community development initiative is successfully adopted by the community? (explanation in 50 words)

Yes. Your Company in association with multiple implementation partners, has worked on community awareness programs which includes awareness, early detection and palliative care, to address grassroots level issues across the country.

Government of India and is working towards in transforming a Village in Maharashtra on a 360-degree approach.

Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner

1. What percentage of customer complaints/consumer cases are pending as on the end of financial year?

Total 160 product complaints were received for the financial year ended March 31, 2021. 93% of the said complaints were satisfactorily resolved by the management. The remaining 7% complaints were in-progress and under investigation. These will be satisfactorily resolved by the management post completion of the investigation.

No adverse trend related to product quality has been observed for the product complaints received during the financial year under review.

2. Does the Company display product information on the product label, over and above what is mandated as per local laws?

Yes.

3. Is there any case filed by any stakeholder against the Company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behavior during the last 5 years and pending as on the end of financial year?

No.

4. Did the Company carry out any consumer survey/ consumer satisfaction trends?

Yes.

For and on behalf of Board of Directors

Mumbai, May 26, 2021
R.A. Shah Chairman
S. Sridhar Managing Director
 DIN: 00009851 DIN: 05162648

Independent Auditor's Report

Independent Auditor's Report

To the Members of Pfizer Limited

Report on the Audit of the Financial Statements

Opinion

- We have audited the accompanying financial statements of Pfizer Limited ('the Company'), which comprise the Balance Sheet as at 31 March 2021, the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and a summary of the significant accounting policies and other explanatory information.
- In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ('Act') in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India including Indian Accounting Standards ('Ind AS') specified under section 133 of the Act, of the state of affairs of the Company as at 31 March 2021, and its profit (including other comprehensive income), its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

- We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

- Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.
- we have determined the matters described below to be the key audit matters to be communicated in our report.

Key audit matter	How our audit addressed the key audit matter
(1) Contingent liability for litigations under Value Added Tax (VAT) and Central Sales Tax (CST) [Refer Note 23 and 41 in the financial statements] The Company has outstanding litigations pertaining to Sales tax/ Value added tax (VAT) for several assessment years which the Company has challenged at different forums. These litigations pertain to following two categories: A. Litigation on account of non-submission of documentary evidence at the time of assessment such as Form F and Form C pending to be issued by concerned authorities. Total liability in this category is ₹ 415.82 crores, out of which ₹ 5.56 crores have been provided for and ₹ 40.87 crores have been disclosed as contingent liability in accordance with Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets, based on management's assessment in	Our audit procedures included but were not limited to the following: <ul style="list-style-type: none"> We obtained an understanding of the management's process for: <ul style="list-style-type: none"> identification of legal and tax matters initiated against the Company, assessment of accounting treatment for each such litigation identified under Ind AS 37 accounting principles, and for measurement of amounts involved. We evaluated the design and tested the operating effectiveness of key controls around above process. We obtained an understanding of the nature of litigations pending against the Company and discussed the key developments during the year for key litigations with the management and respective legal counsels handling such cases on behalf of

Key audit matter	How our audit addressed the key audit matter
consultation with professional advice from the external tax consultants.	the Company. We also tested the independence, objectivity and competence of such management experts involved.
<p>B. Litigation involving question of law and certain disallowance made by authorities in assessment orders that the Company has appealed against before the relevant appellate authorities. Total demand for such cases is ₹ 143.45 crores, out of which ₹ 32.24 crores have been provided for and ₹ 24.61 crores have been disclosed as contingent liability in accordance with Ind AS 37, based on management's assessment in consultation with professional advice from the external tax consultants.</p> <p>The eventual outcome of these legal proceedings is dependent on the outcome of future events and unexpected adverse outcomes could significantly impact the Company's reported profits and balance sheet position.</p> <p>The amounts involved are material and the application of accounting principles as given under Ind AS 37, in order to determine the amount to be recorded as a liability or to be disclosed as a contingent liability, in each case, is inherently subjective, and needs careful evaluation and judgement to be applied by the management.</p> <p>Key judgments are also made by the management in estimating the amount of liabilities, provisions and/or contingent liabilities related to aforementioned litigations.</p> <p>Considering the degree of judgment, significance of the amounts involved, inherent high estimation uncertainty and reliance on external tax experts, this matter has been identified as a key audit matter for the current year audit.</p>	<ul style="list-style-type: none"> On a sample basis, we obtained and reviewed the necessary evidence which includes correspondence with the external tax consultants, and where necessary, inspected minutes of case proceedings available in public domain, to support the decisions and rationale for creation of provisions and / or disclosure of contingent liabilities in respect of each such litigation selected for testing. We focused on the developments in the existing litigations and new litigations, which could have materially impacted the amounts recorded as provisions or disclosed as contingent liability in the financial statements. We reviewed the demand notices, assessment orders and appeal orders for all such cases where there was any update since previous year audit and obtained grounds of appeal submitted by the management at various authorities in consultation with their external tax consultants. For litigations on account of non-submission of documentary evidence, we obtained management's plan of action to obtain remaining forms/documentary evidences from VAT authorities in different states and actions taken by the management in this respect, and with the assistance of our Indirect tax team, validated the management's assessment and plan of action as obtained above. We reviewed each external tax consultants' response to ensure that the conclusions reached are supported by sufficient rationale according to the relevant laws and adequate information is included for the management to determine the appropriate accounting treatment of such cases in the financial statements. We assessed the appropriateness of methods used, and the reliability of underlying data for the underlying calculations made for quantifying the amounts involved. We also tested the arithmetical accuracy of such calculations. We have evaluated the adequacy of disclosures made by the Company in the financial statements in view of the requirements as specified in the Indian Accounting Standards. <p>Based on the audit procedures performed, the judgements made by the management appears to be reasonable and disclosures made in respect of these litigations were appropriate in the context of the financial statements taken as a whole.</p>

Key audit matter	How our audit addressed the key audit matter
<p>(2) Contingent liability for DPCO Matters [Refer Note 18 and 39 in the financial statements]</p> <p>The pharmaceutical industry is heavily regulated which increases inherent litigation risk. The Company faces a number of legal and regulatory cases, of which the most significant is a litigation under DPCO as disclosed in Note 18 and 39 to the financial statements. DPCO has issued various orders/notification for fixing the price of various pharma products.</p> <p>With respect to the sales made by the Company of the pharmaceutical products covered by the aforementioned DPCO orders, in earlier years as well as the current year, the Company has received demand notices for alleged overcharging price (charging price over the price fixed by the DPCO for such products). The Company has challenged these demands form DPCO and the cases are pending at various High Courts in India.</p> <p>Total demand from above cases aggregates to ₹ 175.96 crore out of which the Company has provided Rs. 20.45 crore while ₹ 155.51 crore has been disclosed as contingent liability based on management's assessment in accordance with professional legal advice from the dealing lawyers.</p> <p>The amounts involved are material and the application of accounting principles as given under Ind AS 37, in order to determine the amount to be recognised as a liability or to be disclosed as a contingent liability, is inherently subjective, and needs careful evaluation and judgement to be applied by the management.</p> <p>Key judgments are also made by the management in estimating the amount of liabilities, provisions and/or contingent liabilities related to aforementioned litigation.</p> <p>We focused on this area as the eventual outcome is uncertain and unexpected adverse outcomes could significantly impact the financial position, and hence, considered this matter to be a key audit matter for the current year audit.</p>	<p>Our audit procedures included but were not limited to the following:</p> <ul style="list-style-type: none"> We obtained an understanding of the management's process for updating the status of the legal case, assessment of accounting treatment in accordance with Ind AS 37, and for measurement of amounts involved. We evaluated the design and tested the operating effectiveness of key controls around above process. We inspected correspondence with the Company's external legal counsel in order to corroborate our understanding of these matters, accompanied by discussions with both internal and external legal counsels. We also tested the independence, objectivity and competence of such management experts involved and lawyers representing these cases in the courts. We obtained direct confirmation from the external legal counsel handling DPCO litigation with respect to the legal determination of the liability arising from such litigation, and assessment of resulting provision recognised and contingent liability disclosures in the financial statements in accordance with requirements of Ind AS 37. We also evaluated the response received from the legal counsel to ensure that the conclusions reached is supported by sufficient legal rationale. We assessed the appropriateness of methods used, and the reliability of underlying data for the underlying calculations made for quantifying the amounts involved. We also tested the arithmetical accuracy of such calculations. We evaluated the Company's disclosures for adequate disclosure regarding the significant litigations of the Company. <p>Based on the audit procedures performed, the judgements made by the management appears to be reasonable and disclosures made in respect of these litigations were appropriate in the context of the financial statements taken as a whole.</p>
<p>(3) Discontinuation of Consumer Health products.</p> <p>[Refer Note 14, 25 and Note 44 in the financial statements]</p> <p>Pfizer Inc. (ultimate parent company) and GlaxoSmithKline plc formed a joint venture ("GSK JVCo") for consumer health business which has taken over the consumer health product portfolio of Pfizer Group ("PCH").</p>	<p>Our audit procedures included but were not limited to the following:</p> <ul style="list-style-type: none"> We obtained agreements and letter correspondence between the parties to gain an understanding of the transaction pertaining wind down of the PCH products in India. We held discussion with the management/Board of directors and also with inhouse legal counsel.

Key audit matter	How our audit addressed the key audit matter
<p>GSK JVCo conveyed its decision to not integrate/ transfer the PCH India Business into GSK JVCo and instead had requested Pfizer Limited to Wind down the PCH India Business. PCH business in India consists of only two brands – Anacin and Anne French.</p> <p>As a part of the contractual agreement between the entities, Pfizer Inc is required to reimburse the wind down cost to the Company provided that Pfizer Inc. receives such reimbursement from the GSK JVCo. Pfizer Inc will further pay the Company the Fair market value (FMV) of the PCH Business amounting to Rs. 27.50 as approved by the Board of Directors of Pfizer India, which has been determined by two third-party valuation firms.</p> <p>The Company has completed the necessary procedures to wind down the PCH product and has recorded FMV in other income and wind down costs as receivable (Other current financial assets) from Pfizer Inc. after evaluating the provisions of (a) Ind As 105 – “Non-Current assets held for sale & Discontinuing Operations”, (b) Ind As 115 – “Revenue from Contracts with Customers”.</p> <p>Considering the materiality of amounts, and significant judgements involved in determining of the fair market value and the underlying accounting treatment, this matter has been considered as a key audit matter for the current year audit.</p>	<ul style="list-style-type: none"> We evaluated the design and tested the operating effectiveness of key controls around above process and over the determination of appropriate accounting treatment of this transaction. Held discussion with auditor’s tax experts and transfer pricing experts to evaluate the impact of the transaction. Evaluated whether the accounting principles applied by the management fairly present the effects of the transactions in the financial statements in accordance with the principles of Ind AS. Verified cost incurred with regard to wind down of the PCH business i.e legal expenses, employee severance, destruction of inventory, compensation to contract manufacturers etc. Obtained valuation report for FMV of PCH products. Verified accrual for such FMV to be received from Pfizer Inc. Assessed the valuation methodology used by the Company and tested the mathematical accuracy of the valuation model; Involved auditor’s valuation specialists to challenge the key assumptions such as discount rate and the valuation methodology; We evaluated the adequacy of disclosures made by the Company in the financial statements in view of the requirements as specified in the Indian Accounting Standards <p>Based on the audit procedures performed, the judgements made by the management appears to be reasonable and disclosures made in respect of the transaction are appropriate in the context of the financial statements taken as a whole.</p>

Information other than the Financial Statements and Auditor’s Report thereon

6. The Company’s Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor’s report thereon. The Annual Report is expected to be made available to us after the date of this auditor’s report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

- The accompanying financial statements have been approved by the Company’s Board of Directors. The Company’s Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Ind AS specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
- In preparing the financial statements, management is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.
- Those Board of Directors is also responsible for overseeing the Company’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

- Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
- As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
 - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
 - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls;
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
 - Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern;
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation;
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

13. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
14. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

15. As required by section 197(16) of the Act, based on our audit, we report that the Company has paid remuneration to its directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.
16. As required by the Companies (Auditor's Report) Order, 2016 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act, we give in the Annexure I a statement on the matters specified in paragraphs 3 and 4 of the Order.
17. Further to our comments in Annexure I, as required by section 143(3) of the Act, based on our audit, we report, to the extent applicable, that:
 - a) we have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the accompanying financial statements;
 - b) in our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books;
 - c) the financial statements dealt with by this report are in agreement with the books of account;
 - d) in our opinion, the aforesaid financial statements comply with Ind AS specified under section 133 of the Act;
 - e) on the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2021 from being appointed as a director in terms of section 164(2) of the Act;
 - f) we have also audited the internal financial controls with reference to financial statements of the Company as on 31 March 2021 in conjunction with our audit of the financial statements of the Company for the year ended on that date and our report dated 26 May 2021 as per Annexure II expressed unmodified opinion; and
 - g) with respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us:
 - i. the Company, as detailed in note 39, 41 and 42 (i) (a) and (c) to the financial statements, has disclosed the impact of pending litigations on its financial position as at 31 March 2021.
 - ii. the Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2021.;
 - iii. there has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company during the year ended 31 March 2021; and
 - iv. the disclosure requirements relating to holdings as well as dealings in specified bank notes were applicable for the period from 8 November 2016 to 30 December 2016, which are not relevant to these financial statements. Hence, reporting under this clause is not applicable.

For **Walker Chandio & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Ashish Gupta
Partner
Membership No.: 504662
UDIN: 21504662AAAADR7419

Place: New Delhi
Date: 26 May 2021

Annexure I

Annexure I to the Independent Auditor's Report of even date to the members of Pfizer Limited on the financial statements for the year ended 31 March 2021

Based on the audit procedures performed for the purpose of reporting a true and fair view on the financial statements of the Company and taking into consideration the information and explanations given to us and the books of account and other records examined by us in the normal course of audit, and to the best of our knowledge and belief, we report that:

- (i) (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of fixed assets.
 - (b) The Company has a regular program of physical verification of its fixed assets under which fixed assets are verified in a phased manner over a period of three years, which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this program, certain fixed assets were verified during the year and no material discrepancies were noticed on such verification.
 - (c) The title deeds of all the immovable properties (which are included under the head 'Property, plant and equipment') are held in the name of the Company.
- (ii) In our opinion, the management has conducted physical verification of inventory at reasonable intervals during the year, except for goods-in-transit, and no material discrepancies between inventory and book records were noticed on physical verification.
- (iii) The Company has not granted any loan, secured or unsecured to companies, firms, Limited Liability Partnerships (LLPs) or other parties covered in the register maintained under Section 189 of the Act. Accordingly, the provisions of clauses 3(iii)(a), 3(iii)(b) and 3(iii)(c) of the Order are not applicable.
- (iv) In our opinion, the Company has complied with the provisions of Sections 185 and 186 of the Act in respect of loans, investments, guarantees and security.
- (v) In our opinion, the Company has not accepted any deposits within the meaning of Sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, the provisions of clause 3(v) of the Order are not applicable.
- (vi) We have broadly reviewed the books of account maintained by the Company pursuant to the Rules made by the Central Government for the maintenance of cost records under sub-section (1) of Section 148 of the Act in respect of Company's products/services and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.
- (vii) (a) Undisputed statutory dues including provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of customs, duty of excise, value added tax, goods and service tax (GST), cess and other material statutory dues, as applicable, have generally been regularly deposited to the appropriate authorities, though there has been a slight delay in a few cases. Further, no undisputed amounts payable in respect thereof were outstanding at the year-end for a period of more than six months from the date they became payable.
 - (b) The dues outstanding in respect of income-tax, sales-tax, service tax, duty of customs, duty of excise and value added tax on account of any dispute, are as follows:

Statement of Disputed Dues

					(₹ in crores)	
Name of Statute	Forum where dispute is Pending	Period to which the Amount relates	Nature of dues	Amount	Amount paid under Protest	
The Income Tax Act, 1961	Commissioner of Income Tax, Appeals	2002-2003 to 2003-2004, 2005-2006, 2011-2012 to 2013-2014, 2017-2018	Transfer pricing adjustment, income from house property, long-term capital gain and other disallowance of expenses	70.14	69.12	

(₹ in crores)

Name of Statute	Forum where dispute is Pending	Period to which the Amount relates	Nature of dues	Amount	Amount paid under Protest
	Commissioner of Income Tax, Appeals	2010-2011 to 2011-2012, 2013-2014 to 2019-2020	Tax deducted at source	48.19	4.28
	Income Tax Appellate Tribunal	1984-1985, 1991-1992 to 2010-2011, 2012-2013, 2014-2015 to 2016-2017	Disallowance of near expiry/ transit loss stock write off and other disallowance of expenses	384.90	248.69
	Hon'ble High Court of Bombay	2006-2007 to 2009-2010, 2012-2013	Tax deducted at source	20.11	4.09
The Central Excise Act, 1944	Hon'ble High Court of Bombay	2004-2005 to 2006-2007	Disallowance of availment of CENVAT* credit	6.31	0.78
Customs Act, 1962	Commissioner (Appeals)	1995	Classification Matter	0.01	-
	Customs Excise Service Tax Appellate Tribunal (CESTAT)	2012-2013	Demand of Special Additional duty (SAD)	1.31	1.31
	Customs Excise Service Tax Appellate Tribunal (CESTAT)	2015-2016	Anti -dumping duty	1.00	0.08
	Hon'ble Supreme Court of India	1996-1997	Classification Matter	0.47	0.05
Value Added Tax Act and State and Central Sales Tax	Assessing officer	2011-12 to 2016-17	Pending statutory declaration forms and others	0.51	0.05
Value Added Tax Act and State and Central Sales Tax	Additional commissioner	1997-1998, 1998-99, 2002-2003, 2008-2009 to 2017-2018	Pending statutory declaration forms, disallowance of credit notes and others	57.89	7.82
	Assistant Commissioner	1986-1987, 2004-2005, 2010-2011 to 2017-2018	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	4.38	0.55
	Deputy Commissioner	1993-1994 to 1996-1997, 1999-2000 to 2003-2004, 2005-2006 to 2017-2018	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	63.23	12.88
	Joint Commissioner	1983-1984, 1985-1986 to 1986-1987, 1994-1995, 1995-1996, 1998-1999, 2000-2001 to 2016-2017	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	363.92	98.19
	Revision Board	2006-2007 to 2009-2010	Pending statutory declaration forms, disallowance of credit notes and others	0.37	0.31

(₹ in crores)

Name of Statute	Forum where dispute is Pending	Period to which the Amount relates	Nature of dues	Amount	Amount paid under Protest
	Commissioner (Appeals)	2005-2006, 2012-2013	Pending statutory declaration forms and others	0.18	0.04
	Various Tribunals	1991-1992, 1992-1993, 1994-1995 to 1996-1997, 1999-2000 to 2001-2002, 2003-2004 to 2013-2014	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	66.75	18.74
	Hon'ble High court	1995-1996, 2012-2013 to 2013-2014	Levy of tax and interest	1.94	1.14
	Hon'ble Supreme court	1992-93	Levy of tax and interest	0.10	-

* Central Value Added Tax (CENVAT)

- (viii) The Company has no loans or borrowings payable to a financial institution or a bank or government and no dues payable to debenture-holders during the year. Accordingly, the provisions of clause 3(viii) of the Order are not applicable.
- (ix) The Company did not raise moneys by way of initial public offer or further public offer (including debt instruments) and did not have any term loans outstanding during the year. Accordingly, the provisions of clause 3(ix) of the Order are not applicable.
- (x) No fraud by the Company or on the Company by its officers or employees has been noticed or reported during the period covered by our audit.
- (xi) Managerial remuneration has been paid and provided by the Company during the year in accordance with the requisite approvals mandated by the provisions of Section 197 of the Act read with Schedule V to the Act.
- (xii) In our opinion, the Company is not a Nidhi Company. Accordingly, provisions of clause 3(xii) of the Order are not applicable.
- (xiii) In our opinion all transactions with the related parties are in compliance with Sections 177 and 188 of the Act, where applicable, and the requisite details have been disclosed in the financial statements, as required by the applicable Ind AS.
- (xiv) During the year, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures.
- (xv) In our opinion, the Company has not entered into any non-cash transactions with the directors or persons connected with them covered under Section 192 of the Act.
- (xvi) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934.

For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Ashish Gupta
Partner
Membership No.: 504662
UDIN: 21504662AAAADR7419

Place: New Delhi
Date: 26 May 2021

Annexure II

Independent Auditor's Report on the internal financial controls with reference to the financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the financial statements of Pfizer Limited ('the Company') as at and for the year ended 31 March 2021, we have audited the internal financial controls with reference to financial statements of the Company as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the IFCoFR criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of IFCoFR issued by the Institute of Chartered Accountants of India ("the ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India ('ICAI') prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting ('the Guidance Note') issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.
4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements .

Meaning of Internal Financial Controls with Reference to Financial Statements

6. A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2021, based on the IFCoFR criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Walker Chandio & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Ashish Gupta
Partner
Membership No.: 504662
UDIN: 21504662AAAADR7419

Place: New Delhi
Date: 26 May 2021

Balance Sheet

as at 31 March 2021

Currency: ₹ in crore

	Note	As at 31 March 2021	As at 31 March 2020
ASSETS			
Non-current assets			
Property, plant and equipment	4(a)	192.38	214.52
Capital work-in-progress	4(b)	2.76	0.76
Investment property	5	29.56	30.95
Goodwill	6	527.49	527.49
Other intangible assets	6	144.87	199.90
Financial assets			
Investments	7	0.00	0.00
Loans	8	32.31	31.90
Deferred tax assets (net)	32(d)	13.46	0.62
Other non-current assets	9	168.53	141.69
Income tax receivable (net)		229.83	209.32
Total non-current assets		1,341.19	1,357.15
Current assets			
Inventories	10	435.05	430.59
Financial assets			
Trade receivables	11	129.69	172.03
Cash and cash equivalents	12a	157.03	1,763.79
Bank balance other than cash and cash equivalents	12b	958.07	456.08
Loans	13	8.56	3.52
Other financial assets	14	51.97	21.31
Other current assets	15	149.16	165.75
Assets held for sale	16	35.18	35.18
Total current assets		1,924.71	3,048.25
TOTAL ASSETS		3,265.90	4,405.40
EQUITY AND LIABILITIES			
Equity			
Equity share capital	17a	45.75	45.75
Other equity	17b	2,347.29	3,349.74
Total equity		2,393.04	3,395.49
Liabilities			
Non-current liabilities			
Financial liabilities			
Other financial liabilities	36	42.68	88.68
Provisions	18	55.84	47.87
Total non-current liabilities		98.52	136.55
Current liabilities			
Financial liabilities			
Borrowings	19	2.50	2.50
Trade payables	20		
Due to micro and small enterprises		1.33	9.33
Due to others		282.41	417.45
Other financial liabilities	21	134.18	118.06
Other current liabilities	22	227.29	222.31
Provisions	23	80.63	57.71
Current tax liabilities (net)		46.00	46.00
Total current liabilities		774.34	873.36
Total liabilities		872.86	1,009.91
TOTAL EQUITY AND LIABILITIES		3,265.90	4,405.40
Significant accounting policies	2-3		
Notes to the financial statements	4 - 46		

The notes referred to above form an integral part of the financial statements.

As per our report of even date attached.
For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm Registration No: 001076N/N500013

For and on behalf of the Board of Directors of **Pfizer Limited**
CIN: L24231MH1950PLC008311

R. A. Shah
Chairman
DIN:00009851

S. Sridhar
Managing Director
DIN:05162648

Milind Patil
Chief Financial Officer and
Wholtime Director
DIN:02546815

Ashish Gupta
Partner
Membership No. 504662
New Delhi
26 May 2021

Prajeet Nair
Company Secretary
Membership No: A19267

Mumbai
26 May 2021

Statement of Profit and Loss

for the year ended 31 March 2021

Currency: ₹ in crore

	Note	Year ended 31 March 2021	Year ended 31 March 2020
Income			
Revenue from operations	24	2,238.55	2,151.65
Other income	25	81.12	184.02
Total income		2,319.67	2,335.67
Expenses			
Cost of materials consumed	26	334.74	345.21
Purchase of stock-in-trade		448.65	483.81
Change in inventories of finished goods, work-in-progress and stock-in-trade	27	14.35	(36.62)
Employee benefits expense	28	361.06	364.51
Finance costs	29	15.11	10.85
Depreciation and amortization expense	30	109.41	103.24
Other expenses	31	367.63	422.18
Total expenses		1,650.95	1,693.18
Profit before tax		668.72	642.49
Income tax expense:			
Current tax	32	183.63	177.70
Deferred tax	32	(12.52)	0.16
Prior year tax adjustments	32	-	(44.50)
Total income tax expense		171.11	133.36
Profit for the year		497.61	509.13
Other comprehensive income			
Items that will not be reclassified to profit or loss			
(i) Remeasurement of defined benefit plan		(1.28)	(11.94)
(ii) Income tax related to items that will not be reclassified to profit or loss		0.32	3.01
Total other comprehensive income		(0.96)	(8.93)
Total comprehensive income for the year		496.65	500.20
Earnings per equity share			
Basic and diluted earnings per share	33	108.77	111.28
Significant accounting policies	2-3		
Notes to the financial statements	4 - 46		

The notes referred to above form an integral part of the financial statements.

As per our report of even date attached.
For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm Registration No: 001076N/N500013

For and on behalf of the Board of Directors of **Pfizer Limited**
CIN: L24231MH1950PLC008311

R. A. Shah
Chairman
DIN:00009851

S. Sridhar
Managing Director
DIN:05162648

Milind Patil
Chief Financial Officer and
Wholtime Director
DIN:02546815

Ashish Gupta
Partner
Membership No. 504662
New Delhi
26 May 2021

Prajeet Nair
Company Secretary
Membership No: A19267

Mumbai
26 May 2021

Statement of Cash Flows

for the year ended 31 March 2021

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Cash from operating activities		
Profit before tax	668.72	642.49
Adjustments to reconcile profit before tax to net cash used in operating activities		
Depreciation and amortization expenses	109.41	103.24
Interest on deposits with banks and others	(38.74)	(129.54)
Provisions no longer required written back	(4.73)	(12.74)
(Reversal)/Allowance for expected credit loss	(0.52)	2.09
Provision for doubtful loans (deposits)	0.08	0.21
(Profit)/Loss on sale/disposal of Property plant & equipment (net)	(0.08)	1.11
Unrealised foreign exchange (gain)/loss	(1.59)	0.38
Employee stock option expenses	10.56	8.04
Rental income	(6.39)	(6.39)
Interest expense	15.11	10.85
Sale of rights and interest in brands (net of related expenses)	(3.25)	(30.53)
Compensation for wind down of Consumer health business (net)	(24.36)	-
Gain on early termination of lease	(0.97)	(0.28)
Operating profit before working capital adjustments	723.25	588.93
Working capital adjustments		
(Increase)/Decrease in inventories	(4.46)	(43.93)
(Increase)/Decrease in trade receivables	42.86	(2.46)
(Increase)/Decrease in other current and non current assets	(32.96)	(13.15)
Increase/(Decrease) in trade payables	(140.93)	3.22
Increase/(Decrease) in current and non current liabilities	3.81	7.31
Increase/(Decrease) in provisions	39.90	(3.45)
Cash generated from operations	631.47	536.47
Income tax paid	(204.14)	(213.29)
Net cash generated from operating activities (A)	427.33	323.18
Cash from investing activities		
Purchase of property, plant and equipment (Refer note 3)	(17.70)	(16.89)
Additions to assets held for sale	-	(21.50)
Proceeds from sale of property, plant and equipment	0.08	0.23
Proceeds from assignment / sale of trademarks (including transfer of inventories)	-	36.34
(Increase)/ Decrease in bank balances other than cash and cash equivalents	(501.99)	1,384.27
Rent received	6.45	7.90
Interest received	44.32	139.97
Net cash used in / generated from investing activities (B)	(468.84)	1,530.32

Statement of Cash Flows

for the year ended 31 March 2021 (Contd.)

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Cash from financing activities		
Payment of Lease liabilities	(49.09)	(39.00)
Interest paid	(2.63)	(0.43)
Dividend paid	(1,519.35)	(102.93)
Dividend distribution tax paid	-	(21.16)
Net cash used in financing activities (C)	(1,571.07)	(163.52)
Net (Decrease)/ Increase in cash and cash equivalents (A+B+C)	(1,612.58)	1,689.98
Cash and cash equivalents at the beginning of the year	1,763.79	73.81
Cash and cash equivalents at the end of the year (Refer note 1)	151.21	1,763.79
Note: 1		
Cash and cash equivalents (Refer note 12a)	157.03	1,763.79
Book Overdraft (Refer note 21)	(5.82)	-
Net Cash and cash equivalents	151.21	1,763.79

Note: 2

The above Cash Flow Statement has been prepared under the 'Indirect Method' as set out in the Indian Accounting Standard (Ind AS) 7 - "Cash Flow Statements", whereby profit for the period is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Company are segregated.

Note:3

Purchase of property, plant and equipment represents additions to property, plant and equipment adjusted for movement of capital work in progress, capital advances, capital creditors and investment properties during the year.

Significant accounting policies 2-3

Notes to the financial statements 4 - 46

The notes referred to above form an integral part of the financial statements.

As per our report of even date attached.
For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No: 001076N/N500013

For and on behalf of the Board of Directors of **Pfizer Limited**
CIN: L24231MH1950PLC008311

R. A. Shah
Chairman
DIN:00009851

S. Sridhar
Managing Director
DIN:05162648

Milind Patil
Chief Financial Officer and
Wholetime Director
DIN:02546815

Ashish Gupta
Partner
Membership No. 504662

Prajeet Nair
Company Secretary
Membership No: A19267

New Delhi
26 May 2021

Mumbai
26 May 2021

Statement of Changes in Equity

for the year ended 31 March 2021

(a) Equity share capital

Currency: ₹ in crore

	31 March 2021		31 March 2020	
	No. of shares	Amount	No. of shares	Amount
Balance at the beginning of the year	4,57,50,372	45.75	4,57,50,372	45.75
Changes in equity share capital during the year	-	-	-	-
Balance at the end of the year	4,57,50,372	45.75	4,57,50,372	45.75

(b) Other equity

Currency: ₹ in crore

	Reserves and surplus				Other comprehensive income	Total other equity
	Securities premium	General reserve	Capital reserve	Retained earnings		
Balance as at 1 April 2019	1,320.67	301.92	29.97	1,308.04	4.99	2,965.59
Profit for the year	-	-	-	509.13	-	509.13
Other comprehensive income for the year	-	-	-	-	(8.93)	(8.93)
Total comprehensive income for the year	-	-	-	509.13	(8.93)	500.20
Transactions during the year :						
Share based payment (Refer note 35a)	-	-	8.04	-	-	8.04
Dividend including corporate dividend tax (Refer note 38b(i))	-	-	-	(124.09)	-	(124.09)
Balance as at 31 March 2020	1,320.67	301.92	38.01	1,693.08	(3.94)	3,349.74
Profit for the year	-	-	-	497.61	-	497.61
Other comprehensive income for the year	-	-	-	-	(0.96)	(0.96)
Total comprehensive income for the year	-	-	-	497.61	(0.96)	496.65
Transactions during the year :						
Share based payment (Refer note 35a)	-	-	10.56	-	-	10.56
Dividend including corporate dividend tax (Refer note 38b(i))	-	-	-	(1,509.66)	-	(1,509.66)
Balance as at 31 March 2021	1,320.67	301.92	48.57	681.03	(4.90)	2,347.29

Significant accounting policies 2-3

Notes to the financial statements 4 - 46

The notes referred to above form an integral part of the financial statements.

As per our report of even date attached.
For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm Registration No: 001076N/N500013

For and on behalf of the Board of Directors of **Pfizer Limited**
CIN: L24231MH1950PLC008311

R. A. Shah
Chairman
DIN:00009851

S. Sridhar
Managing Director
DIN:05162648

Milind Patil
Chief Financial Officer and
Wholetime Director
DIN:02546815

Ashish Gupta
Partner
Membership No. 504662

Prajeet Nair
Company Secretary
Membership No: A19267

New Delhi
26 May 2021

Mumbai
26 May 2021

Notes to the financial statements

for the year ended 31 March 2021

1 Background

Pfizer Limited, "The Company", is a Public Limited Company, incorporated under the Indian Companies Act, 1913, having its registered office in Mumbai, Maharashtra and is listed on the BSE Limited and the National Stock Exchange of India Limited. The Company is engaged in manufacturing, marketing, trading and export of pharmaceutical products. The Company has its own manufacturing facility at Goa and Thane. Thane plant is classified as assets held for sale (Refer note 16). The Company has various independent contract / third party manufacturers based across the country. The Company sells its products through independent distributors primarily in India.

2 Basis of preparation

a) Statement of compliance

The financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 (as amended) notified under section 133 of the Companies Act, 2013 ("the Act") and other relevant provisions of the Act. Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy in use.

b) Functional and presentation currency

These financial statements are presented in Indian Rupee (₹), which is also the Company's functional currency. All amounts have been rounded off to the nearest crore or decimals thereof, unless otherwise indicated.

c) Basis of measurement

The financial statements have been prepared under the historical cost basis except for the following items:

Items	Measurement basis
(i) Certain financial assets and liabilities	Fair value
(ii) Liabilities for cash-settled-share-based payment arrangements	Fair value

Items	Measurement basis
(iii) Net defined benefit asset / (obligation)	Fair value of plan assets less present value of defined benefit obligations

d) Use of estimates and judgements

The preparation of financial statements in conformity with Indian Accounting Standards (Ind AS) requires management to make estimates, judgements and assumptions that affect the application of the accounting policies and the reported amounts of assets, liabilities, income and expenses and the disclosures of contingent liabilities on the date of financial statements. Actual results could differ from these estimates. Any revision to accounting estimates is recognized prospectively in current and future periods. Estimates and underlying assumptions are reviewed on an ongoing basis. Application of accounting policies that requires critical accounting estimates involving complex and subjective judgements and the use of assumption in these financial statements have been disclosed in Note 3.

Critical estimates and judgements

Information about estimates and judgements made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

Note 4, 5 and 6 — Useful lives of property, plant and equipment, investment property, intangible assets and impairment testing for goodwill

Note 10 — Provision for inventory obsolescence

Note 18 and 23 — Provision for sales return and sales tax/VAT

Note 34 — Assets and obligations relating to employee benefits

Note 35 — Share based payments

Note 36 — Leases

Note 37 — Provision for expected credit loss

Note 39 — Pricing litigations -Contingencies

Estimation of uncertainties relating to the global health pandemic from COVID-19: The Company has monitored the impact of COVID-19 on all aspects of its business. The management has exercised due care, in concluding on significant accounting judgements and estimates, recoverability of receivables, assessment for impairment of goodwill, intangible assets, inventory based on the information available as on date, while preparing the financial results as of and for the year ended 31 March 2021.

e) Current and non-current classification

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in Schedule III of the Act. Based on the nature of its activities and the time between the acquisition of assets for processing and their realization in cash or cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current or non-current classification of assets and liabilities.

f) Measurement of fair values

A number of accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Company recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Further information about the assumptions made in measuring fair values is included in the following notes:

Note 35 – Share based payment arrangements

Note 5 – Investment property

Note 37 – Financial instruments.

3 Significant accounting policies

a) Revenue

(i) Sale of goods:

Revenue arises mainly from the sale of products.

To determine whether to recognise revenue, the Company follows a 5-step process:

- a) Identifying the contract with a customer
- b) Identifying the performance obligations
- c) Determining the transaction price
- d) Allocating the transaction price to the performance obligations
- e) Recognising revenue when/as performance obligation(s) are satisfied.

The total transaction price for a contract is allocated amongst the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties.

The Company receives revenue for supply of goods to external customers against orders received. The majority of contracts that the Company enters into relate to sales orders containing single performance obligations for the delivery of products. Product revenue is recognised when control of the goods is passed to the customer. The point at which control passes is determined by each customer arrangement, but generally occurs on delivery to the customer.

Product revenue represents net invoice value including fixed and variable consideration. Variable consideration arises on the sale of goods as a result of discounts and allowances given and accruals for estimated future returns and rebates. Revenue is not recognised in full until it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur.

The methodology and assumptions used to estimate rebates and returns are monitored and adjusted regularly in the light of historical trends, past experience and projected market conditions. Once the uncertainty associated with the returns and rebates is resolved, revenue is adjusted accordingly.

(ii) Rendering of services:

Revenue from services is recognized as and when services are rendered and related costs are incurred, in accordance with the terms of the specific contracts.

(iii) Rental income:

Rental income from investment property and sub-leasing is recognized as a part of other income in statement of profit and loss.

(iv) Interest income:

Interest income is recognized on a time proportion basis taking into account the amount outstanding and the interest rate applicable.

(v) Multiple delivery arrangements:

When two or more revenue generating activities or deliverables are provided under a single arrangement, each deliverable that is considered to be a separate unit of account is accounted for separately. The allocation of consideration from a revenue arrangement to its separate units of account is based on the relative fair value of each unit.

b) Foreign exchange transactions

The date of the transaction, for the purpose of determining the exchange rate, is the date of initial recognition of the non-monetary prepayment asset or deferred income liability. If there are multiple payments or receipts in advance, a date of transaction is established for each payment or receipt. The exchange differences arising on foreign exchange transactions settled during the year are recognized in the statement of profit and loss of the year. Monetary assets and liabilities denominated in foreign exchange, which are outstanding as at the year end, are translated at the closing exchange rate and the resultant exchange differences are recognized in statement of profit and loss.

c) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are stated at cost of acquisition less accumulated depreciation / amortization and impairment losses. The cost of property, plant and equipment includes taxes (other

than those subsequently recoverable from tax authorities), duties, freight and other incidental expenses related to the acquisition and installation of the respective assets.

Any gain or loss on disposal of an item of property, plant and equipment is recognized in statement of profit and loss. Refer note (e) below for details on impairment.

(ii) Subsequent expenditure

Subsequent expenditure that are directly attributable to the property, plant and equipment are capitalized only if it is probable that the future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably.

(iii) Depreciation

a) Depreciation for the year has been provided as per the rates determined in Part C of Schedule II of the Act or based on estimated useful life of the assets determined by the management.

b) Depreciation on assets other than those specified in a) above are provided at:

Assets	Rate
Land : Leasehold	Amortized over the lease period
Buildings : On leasehold land	Amortized over the lease period
Leasehold improvements	Amortized over the lease period or estimated useful life, which ever is lower

Assets acquired under the Scheme of Amalgamation from erstwhile Wyeth Limited are depreciated over the estimated residual useful life of the assets as determined by an independent expert:

Assets	Rate
Computers	16.66% to 50%
Furniture	33.33% to 50%
Office equipment	14.28% to 100%
Machinery and equipment	8.33% to 100%
Vehicles	25% to 50%

Depreciation on additions is provided on a pro-rata basis from the month of capitalization. Depreciation on deletions during the year is provided up to the month in which the asset is sold / discarded.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset.

(iv) Reclassification to investment property

When the use of a property changes from owner occupied to investment property, the property is reclassified as investment property at its carrying amount on the date of reclassification.

d) Goodwill and other intangible assets

Intangible assets are stated at cost of acquisition less accumulated amortization / impairment losses.

(i) Goodwill:

Goodwill arising on acquisition of business is carried at costs less any accumulated impairment losses

Goodwill is not amortized and is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired.

(ii) Other intangible assets:

Other intangible assets comprises of trademarks and computer software.

Trademarks are amortized on a straight line basis, over a period of 10 years. Cost of computer software includes cost such as salary and other expenditure incurred on development of the computer software and is amortized on straight-line basis over a period of 10 years, which in management's estimate represents the period during which economic benefits will be derived from their use.

e) Impairment of financial and non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's

(CGU) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or of Company's assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses of continuing operations, including impairment on inventories, are recognized in statement of profit and loss. For assets excluding goodwill (refer note 3(d) above), an assessment is made at each reporting date to determine whether there is an indication that previously recognized impairment losses no longer exists or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the statement of profit and loss.

f) Investment property

Investment property is measured at cost less accumulated depreciation and impairment losses, if any. Any gain or loss on disposal of an investment property is recognized in statement of profit and loss.

Investment property is depreciated using straight line method over its estimated useful life of 33 years.

g) Inventories

Raw materials, stock-in-trade, work-in-progress, finished goods and packing materials are valued at the lower of weighted average cost and net realizable value. Cost of finished goods and work-in-progress includes cost of materials, direct labour and an appropriate portion of overheads to bring the inventory to its present location and condition. Stores and spares are valued at lower of weighted average cost and net realizable value.

The net realizable value of work-in-progress is determined with reference to the selling price of related finished goods. Raw materials and other

supplies held for use in production of inventories are not written down below cost except in cases where material prices have declined and it is estimated that the cost of the finished products will exceed their net realizable value. The comparison of cost and net realisable value is made on an item-by-item basis. Finished goods expiring within 90 days (near-expiry inventory) as at the balance sheet date have been fully provided for.

h) Assets held for sale

Such assets are generally measured at lower of their carrying amount and fair value less costs to sell. Once classified as held-for-sale, intangible assets, property, plant and equipment and investment properties are no longer amortized or depreciated.

i) Employee benefits

(i) Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short-term employee benefits. Benefits such as salaries, wages, bonus, short term compensated absences and the expected cost of ex-gratia is recognized in the period in which the employee renders the related service.

(ii) Long-term employee benefits

a) Defined contribution plan

The Company's contribution towards employees' Superannuation plan is recognized as an expense in statement of profit and loss when they are due.

b) Defined benefit plans

(i) Provident fund

Provident fund contributions are made to a trust administered by the trustees. Trust makes investments and settles members claims. Interest payable to the members shall not be at a rate lower than the statutory rate. Liability is recognized for any shortfall in the plan assets vis-à-vis actuarially determined liability of the fund obligation.

(ii) Gratuity plan

The Company's gratuity benefit scheme is a defined benefit plan. The Company's net obligation in respect of the gratuity benefit scheme is calculated by estimating the amount of future benefit that employees have earned in return

for their service in the current and prior periods; that benefit is discounted to determine its present value and the fair value of any plan assets is deducted.

The present value of the obligation as at the balance sheet date under such defined benefit plan is determined based on actuarial valuation using the projected unit credit method by an independent actuary, which recognizes each period of service as giving rise to additional unit of employee benefit entitlement and measures each unit separately to build up the final obligation.

The obligation is measured at the present value of the estimated future cash flows. The discount rates used for determining the present value of the obligation under defined benefit plan, are based on the market yields on government securities as at the reporting date.

Remeasurements of the net defined benefit obligation, which comprise of actuarial gains and losses and the return on plan assets are recognized in Other Comprehensive Income (OCI).

(iii) Other long-term employment benefits

Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognized as a liability at the present value of the defined benefit obligation as at the reporting date using projected unit credit method by an independent actuary. The discount rates used for determining the present value of the obligation under defined benefit plan, are based on the market yields on government securities as at the reporting date.

Remeasurements of the net defined benefit obligation, which comprise of actuarial gains and losses and the return on plan assets are

recognized in statement of profit and loss.

j) Provisions and contingent liabilities

The Company creates a provision when there exists a present obligation as a result of a past event that probably requires an outflow of resources and a reliable estimate can be made of the amount of the obligation. A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. When there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made. Contingent assets are not recognized in financial statements.

k) Leases

a) Company as a Lessee

The Company's lease asset classes primarily consist of leases for land and buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease. Certain lease arrangements include the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these

options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are re-measured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised substance fixed lease payments. The

company recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and statement of profit and loss depending upon the nature of modification. Where the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Company recognises any remaining amount of the re-measurement in statement of profit and loss.

Ind AS 116 requires lessee to determine the lease term as the non-cancellable period of a lease adjusted with any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to Company's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

Lease liability and ROU asset have been separately presented under heads "Other Financial Liabilities" and "Property, Plant and Equipment" respectively and lease payments have been classified as financing activity under cash flows.

b) Company as a lessor:

Leases for which the Company is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. When the Company is an intermediate lessor, it accounts for its interests in the

head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. For operating leases, rental income is recognized on a straight line basis on a straight-line basis over the term of the lease.

l) Income tax

Income tax comprises of current tax and deferred tax.

Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. It is measured using tax rates (and tax laws) enacted or substantively enacted by the reporting date. The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amount and where it intends either to settle on a net basis or to realise the asset and liability simultaneously.

Deferred tax

Deferred tax is recognized in respect of taxable temporary difference between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding amounts used for taxation purposes. Deferred tax is also recognized in respect of for the carried forward of unused tax losses and the carry forward of unused tax credits. The company assesses whether taxable profits will be available against which it can utilise a deductible temporary difference, it considers whether tax law restricts the source of taxable profits against which it may make deductions on the reversal of that deductible temporary difference. If tax law restricts the utilisation of losses to deduction against income of a specific type, a deductible temporary difference is assessed in combination only with other deductible temporary differences of the appropriate type. Deferred tax assets are reviewed at each reporting date to reassess realization. Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realised or liability is settled, based on the laws that have been enacted or substantively enacted by the reporting date.

m) Employee stock options scheme

Pfizer Inc., USA, as a part of the long-term incentive awards offers certain common stock (shares) to the employees of Pfizer Inc., and its subsidiaries.

Compensation cost relating to employee stock options granted by Pfizer Inc., to employees of the Company is measured using the fair value method. Compensation expense is amortized over the vesting period of the options on a straight-line basis.

The grant date fair value of equity settled share-based payment awards granted to employees is recognized as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognized as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognized as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

n) Earnings per share

Basic and diluted earnings per share are computed by dividing the net profit after tax attributable to equity shareholders for the year, with the respective weighted average number of equity shares outstanding during the year.

o) Dividends

The final dividend on shares is recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors.

p) Financial instruments

(i) Recognition and initial measurement

Trade receivables issued are initially recognized when they are originated. All other financial assets and financial liabilities are initially recognized when the Company becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at fair value through profit and loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

(ii) Classification and subsequent measurement

Financial assets - Subsequent measurement and gains and losses:

On initial recognition, a financial asset is classified and measured at

- a) amortized cost;

- b) FVTOCI – equity investment; or

- c) FVTPL

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets.

- a) financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

- b) **Financial assets at FVTPL**

These assets are remeasured at fair value, at each reporting date. Net gains and losses, arising from such remeasurement including any interest or dividend income, are recognized in statement of profit and loss.

- c) **Financial assets at amortized cost**

These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in statement of profit and loss. Any gain or loss on derecognition is recognized in statement of profit and loss.

- d) **Financial assets at FVTOCI**

These assets are subsequently measured at fair value. Dividends are recognized as income in statement of profit and loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in OCI and are not reclassified to statement of profit and loss.

Financial liabilities: Classification, subsequent measurement and gains and losses:

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in statement of profit and loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in statement of profit and loss. Any gain or loss on derecognition is also recognized in statement of profit and loss.

(iii) Derecognition

Financial assets

The Company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expires, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially

all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

If the Company enters into transactions whereby it transfers assets recognized on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognized.

Financial liabilities

The Company derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expired.

The Company also derecognizes a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognized at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognized in statement of profit and loss.

4(a) PROPERTY, PLANT AND EQUIPMENT

The changes in the carrying value of property, plant and equipment for the year ended 31 March 2021 are as follows:

Particulars	Currency: ₹ in crore									
	Leasehold land	Leasehold land improvements	Buildings	Plant and equipment	Furniture and fixtures	Vehicles	Office equipment	Computers	Right of Use	Total
Gross carrying amount as at 1 April 2020	20.00	29.94	12.47	23.59	10.91	0.05	10.85	30.14	178.13	316.08
Additions	-	0.50	-	2.96	1.85	-	0.12	11.00	30.24	46.67
Deletions	-	1.08	-	0.46	0.21	-	0.53	5.73	21.44	29.45
Gross carrying amount as at 31 March 2021 (A)	20.00	29.36	12.47	26.09	12.55	0.05	10.44	35.41	186.93	333.30
Accumulated depreciation as at 1 April 2020	1.69	13.79	4.89	9.14	3.95	0.05	4.75	28.08	35.22	101.56
Depreciation for the year	0.26	4.46	0.72	1.45	1.44	-	1.40	4.64	41.76	56.13
Deletions	-	1.08	-	0.46	0.21	-	0.53	5.73	8.76	16.77
Accumulated depreciation as at 31 March 2021(B)	1.95	17.17	5.61	10.13	5.18	0.05	5.62	26.99	68.22	140.92
Net carrying amount as at 31 March 2021 (A) - (B)	18.05	12.19	6.86	15.96	7.37	-	4.82	8.42	118.71	192.38

The changes in the carrying value of property, plant and equipment for the year ended 31 March 2020 are as follows:

Particulars	Currency: ₹ in crore									
	Leasehold land	Leasehold land improvements	Buildings	Plant and equipment	Furniture and fixtures	Vehicles	Office equipment	Computers	Right of Use	Total
Gross carrying amount as at 1 April 2019	20.00	30.37	12.47	18.93	11.24	0.11	10.38	27.97	123.03	254.50
Additions	-	3.11	-	4.66	1.06	-	1.33	4.14	63.04	77.34
Deletions	-	3.54	-	-	1.39	0.06	0.86	1.97	7.94	15.76
Gross carrying amount as at 31 March 2020 (A)	20.00	29.94	12.47	23.59	10.91	0.05	10.85	30.14	178.13	316.08
Accumulated depreciation as at 1 April 2019	1.43	13.13	2.85	7.97	3.69	0.11	3.88	26.98	-	60.04
Depreciation for the year	0.26	3.82	2.04	1.17	0.99	-	1.46	3.04	36.60	49.38
Deletions	-	3.16	-	-	0.73	0.06	0.59	1.94	1.38	7.86
Accumulated depreciation as at 31 March 2020 (B)	1.69	13.79	4.89	9.14	3.95	0.05	4.75	28.08	35.22	101.56
Net carrying amount as at 31 March 2020 (A) - (B)	18.31	16.15	7.58	14.45	6.96	-	6.10	2.06	142.91	214.52

(4b) CAPITAL WORK-IN-PROGRESS

The changes in the carrying value of capital work-in-progress for the year ended 31 March 2021 are as follows:

Particulars	Amount
Gross carrying amount as at 1 April 2019	-
Additions during the year	11.61
Capitalised during the year	10.85
Net carrying amount as at 31 March 2020	0.76
Gross carrying amount as at 1 April 2020	0.76
Additions during the year	5.11
Capitalised during the year	3.11
Net carrying amount as at 31 March 2021	2.76

5 INVESTMENT PROPERTY

A. Reconciliation of carrying amount

The changes in the carrying value of investment property for the year ended 31 March 2021 are as follows:

Particulars	Amount
Gross carrying amount as at 1 April 2020	37.89
Gross carrying amount as at 31 March 2021 (A)	37.89
Accumulated depreciation as at 1 April 2020	6.94
Depreciation for the year	1.39
Accumulated depreciation as at 31 March 2021 (B)	8.33
Net carrying amount as at 31 March 2021 (A) - (B)	29.56

The changes in the carrying value of investment property for the year ended 31 March 2020 are as follows:

Particulars	Amount
Gross carrying amount as at 1 April 2019	37.89
Gross carrying amount as at 31 March 2020 (A)	37.89
Accumulated depreciation as at 1 April 2019	5.56
Depreciation for the year	1.38
Accumulated depreciation as at 31 March 2020 (B)	6.94
Net carrying amount as at 31 March 2020 (A) - (B)	30.95

The rental income recognized, from the above investment property, in statement of profit and loss for the year ending 31 March 2021 is ₹ 6.39 crore (31 March 2020: ₹ 6.39 crore).

B. Measurement of fair values

- i. The fair value of investment property as at 31 March 2021 is ₹ 234.23 crore (31 March 2020: ₹ 153.87 crore). The fair value has been determined by external, independent property valuers. The fair value measurement for all the investment properties has been categorized as a level 3 fair value based on the inputs to the valuation technique used. The independent valuers have adopted Land and Building method of valuation. The valuation has been arrived at considering the location of the property, market enquiries, sale instances etc.

6 INTANGIBLE ASSETS

Goodwill:

For the purposes of impairment testing, carrying amount of goodwill has been allocated to the following Cash Generating Unit (CGU) as follows:

Currency: ₹ in crore

Particulars	31 March 2021	31 March 2020
Business acquired pursuant to amalgamation of erstwhile Wyeth Limited	527.49	527.49
	527.49	527.49

The recoverable amount of the above CGU has been assessed using a value-in-use model. Value in use is calculated as the net present value of the projected post-tax cash flows plus a terminal value of the cash generating unit to which the goodwill is allocated. Initially a post-tax discount rate is applied to calculate the net present value of the post-tax cash flows.

The cash flow projections include specific estimates for five years developed using internal forecasts and a terminal growth rate thereafter of 2% (31 March 2020: 2%). The planning horizon reflects the assumptions for short-to-mid term market developments.

Discount rate reflects the current market assessment of the risks. The discount rate is estimated based on the weighted average cost of capital for the Company. Post-tax discount rate used for the year ended 31 March 2021 was 8.75% (31 March 2020: 8.75%).

The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

The management believes that any reasonable possible change in the key assumptions would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

OTHER INTANGIBLE ASSETS

The changes in the carrying value of intangible assets for the year ended 31 March 2021 are as follows:

Currency: ₹ in crore

Particulars	Trade marks	Computer software	Total
Gross carrying amount as at 1 April 2020	411.63	21.80	433.43
Additions	-	-	-
Deletions	15.70	-	15.70
Gross carrying amount as at 31 March 2021 (A)	395.93	21.80	417.73
Accumulated amortization as at 1 April 2020	228.17	5.36	233.53
Amortization for the year	49.71	2.18	51.89
Deletion	12.56	-	12.56
Accumulated amortization as at 31 March 2021 (B)	265.32	7.54	272.86
Net carrying amount as at 31 March 2021 (A) - (B)	130.61	14.26	144.87

The changes in the carrying value of intangible assets for the year ended 31 March 2020 are as follows:

Currency: ₹ in crore

Particulars	Trade marks	Computer software	Total
Gross carrying amount as at 1 April 2019	419.51	21.80	441.31
Additions	-	-	-
Deletions	7.88	-	7.88
Gross carrying amount as at 31 March 2020 (A)	411.63	21.80	433.43
Accumulated amortization as at 1 April 2019	183.19	3.18	186.37
Amortization for the year	50.30	2.18	52.48
Deletion	5.32	-	5.32
Accumulated amortization as at 31 March 2020 (B)	228.17	5.36	233.53
Net carrying amount as at 31 March 2020 (A) - (B)	183.46	16.44	199.90

7 INVESTMENTS

Currency: ₹ in crore

	31 March 2021	31 March 2020
Unquoted *		
(i) Investment in equity instruments at FVTPL	0.00	0.00
(ii) Investment in government debt securities at FVTPL	0.00	0.00
	0.00	0.00
Aggregate amount of unquoted investment	0.00	0.00

* Amount below ₹ one lakh

8 LOANS-NON CURRENT

Currency: ₹ in crore

	31 March 2021	31 March 2020
(Unsecured considered good, unless otherwise stated)		
Deposits		
Considered good	31.55	31.55
Considered credit impaired	0.67	1.18
	32.22	32.73
Allowances for deposits	(0.67)	(1.18)
	31.55	31.55
Employee related loans	0.02	0.09
Others	0.74	0.26
	32.31	31.90

9 OTHER NON-CURRENT ASSETS

	Currency: ₹ in crore	
	31 March 2021	31 March 2020
(Unsecured considered good, unless otherwise stated)		
Prepayments	0.64	1.10
Advance to vendor		
Considered credit impaired	1.43	1.52
Allowance for prepayments	(1.43)	(1.52)
	-	-
Gratuity (Refer note 34)	6.87	5.73
Capital advances	0.25	1.04
Balance with government authorities		
Considered good	13.00	13.00
Considered credit impaired	0.74	0.74
	13.74	13.74
Allowance for Balance with government authorities	(0.74)	(0.74)
	13.00	13.00
VAT receivable (payments under protest)	122.02	95.41
Others (payments under protest for DPCO and Customs)	25.75	25.41
	168.53	141.69

10 INVENTORIES

	Currency: ₹ in crore	
	31 March 2021	31 March 2020
Raw materials	95.92	74.28
Packing materials	6.75	9.49
Work-in-progress	7.07	9.19
Finished goods (Refer note 1 below)	103.61	107.46
Stock-in-trade (Refer note 1 below)	221.61	229.99
Stores	0.09	0.18
	435.05	430.59

Notes:

- Includes assets recoverable from customers of ₹ 1.79 crore towards finished goods (31 March 2020 ₹ 2.01 crore) and ₹ 1.96 crore towards Stock-in-trade (31 March 2020: ₹ 1.69 crore)
- The Company writes down the value of inventories towards slow moving, non-moving and non-saleable inventory (expired/damaged) based on historical experience of such items and any recent trends that may suggest realizable amount could differ from historical amounts. Charge in the statement of profit and loss on account of write down of inventory during the year is ₹ 17.07 crore (31 March 2020: ₹ 9.74 crore).

11 Trade receivables

	Currency: ₹ in crore	
	31 March 2021	31 March 2020
Secured, considered good	0.03	0.03
Unsecured, considered good *	129.66	172.00
Unsecured, considered credit impaired	24.11	24.84
	153.80	196.87
Less: Allowances for expected credit loss	(24.11)	(24.84)
	129.69	172.03

* Includes amounts due from related parties ₹ 20.24 crore (31 March 2020: ₹ 21.62 crore).

The Company's exposure to credit and currency risks, and loss allowances are disclosed in note 37.

12a CASH AND CASH EQUIVALENTS

	Currency: ₹ in crore	
	31 March 2021	31 March 2020
Balance with banks :		
In current accounts	58.06	8.26
In deposit accounts with maturity less than or equal to 90 days	98.42	1,753.17
Cheques on hand	0.55	2.36
	157.03	1,763.79

12b BANK BALANCE OTHER THAN CASH AND CASH EQUIVALENTS

	Currency: ₹ in crore	
	31 March 2021	31 March 2020
Balance with banks :		
In deposit accounts with maturity of more than 90 days	941.00	431.00
In unclaimed dividend accounts	12.48	22.14
In fixed deposit ¹	2.86	2.86
As margin money deposit	0.08	0.08
Unspent corporate social responsibility account (Refer note 46)	1.65	-
	958.07	456.08

The Company's exposure to credit and currency risks, and loss allowances are disclosed in note 37.

¹ Fixed deposit towards bank guarantee for VAT demand

13 LOANS-CURRENT

	Currency: ₹ in crore	
	31 March 2021	31 March 2020
(Unsecured considered good, unless otherwise stated)		
Deposits	8.39	2.36
Loans to employees	0.05	0.10
Others	0.12	1.06
	8.56	3.52

14 OTHER CURRENT FINANCIAL ASSETS

Currency: ₹ in crore

	31 March 2021	31 March 2020
Interest accrued on deposits	7.29	14.69
Other receivables*	44.68	6.62
	51.97	21.31

*Includes amounts due from related parties ₹ 39.15 crore (31 March 2020: ₹ Nil) (Refer note 44)

15 OTHER CURRENT ASSETS

Currency: ₹ in crore

	31 March 2021	31 March 2020
Prepayments	5.07	9.62
Balance with Customs and Excise authorities	16.48	17.03
Goods and service tax receivable	117.99	133.83
Advance to vendor	9.62	5.27
	149.16	165.75

16 ASSETS HELD FOR SALE

Currency: ₹ in crore

	31 March 2021	31 March 2020
Business undertaking at Thane (Refer note(i))	35.04	35.04
Office premises (Refer note(ii))	0.14	0.14
	35.18	35.18

- (i) The Company has entered into an agreement (BTA) for sale of business undertaking at Thane on a slump sale basis for a consideration of ₹ 178.00 crore, to be paid in installments, subject to fulfillment of the conditions precedent to the closing. The impact of the transaction would be reflected upon closure of the transaction. The Company had received the consideration of ₹ 178.00 crore, as advance payment as per the agreed terms and is disclosed under "Other Current Liabilities" in note 22. Upon the conclusion of the BTA, the business undertaking including workmen at Thane Plant shall be transferred to the buyer. The property, plant and equipment pertaining to the plant have been disclosed under this head. The company has received the necessary approval from MIDC for the transfer of the business undertaking including the land, plant and machinery and employees, save and except certain portion of the land which is subject to pending proceedings. The Company has paid an amount of ₹ 21.50 crore in the previous year towards premium to MIDC to execute the transfer. The Company has represented to the MIDC and government for granting approval for transfer of the entire land and accordingly has sought extension to transfer the approval land from MIDC.
- (ii) Office premises not in active use is expected to be disposed in twelve months and accordingly classified as the asset held for sale. Search for a suitable buyer is underway. No impairment loss was recognized on reclassification of the said premises as held for sale and the Company expects the fair value less cost to sell to be higher than carrying amount.

17a SHARE CAPITAL

Currency: ₹ in crore

	31 March 2021	31 March 2020
(i) Authorised :		
52,844,080 (31 March 2020: 52,844,080) equity shares of ₹ 10/- each	52.84	52.84
10,155,920 (31 March 2020: 10,155,920) unclassified shares of ₹ 10/- each	10.16	10.16
Total	63.00	63.00
(ii) Issued		
45,750,372 (31 March 2020: 45,750,372) equity shares of ₹ 10/- each	45.75	45.75
Total	45.75	45.75
(iii) Subscribed and fully paid-up		
45,747,732 (31 March 2020: 45,747,732) equity shares of ₹ 10/- each	45.75	45.75
Forfeited equity shares 2,640 (31 March 2020: 2,640) equity shares of ₹ 10/- each*	0.00	0.00
Total	45.75	45.75

* Amount below ₹ one lakh

- (iv) There has been no movement in the equity shares outstanding at the beginning and end of the year.
- (v) The Company has a single class of equity shares. Accordingly all the equity shares rank equally with regards to voting rights, dividends and share in the Company's residual assets.
- (vi) During the five reporting periods immediately preceding the reporting date no shares have been issued for consideration other than cash.
- (vii) During the five reporting periods immediately preceding the reporting date, no shares have been issued by capitalization of reserves as bonus shares.
- (viii) The details of shareholders holding more than 5% shares in the company is as below:

	31 March 2021		31 March 2020	
	No. of Shares	No of shares %	No. of Shares	No of shares %
Pfizer East India B. V.	18,186,334	39.75	18,186,334	39.75
Wyeth LLC, USA	5,617,707	12.28	5,617,707	12.28
Aditya Birla Sun Life Trustee Private Limited Account (through various Mutual Fund schemes)	3,085,586	6.74	3,235,097	6.35
Life Insurance Corporation of India	2,307,523	5.04	-	-

(ix) Details of equity shares held by the holding company, the ultimate holding company and their subsidiaries:

Currency: ₹ in crore

	31 March 2021		31 March 2020	
	Number of shares	Amount	Number of shares	Amount
Equity shares of ₹ 10 each fully paid up held by:				
Ultimate Holding Company				
Pfizer Inc., USA	-	-	-	-
Subsidiaries of the ultimate holding company				
Pfizer East India B.V.	18,186,334	18.19	18,186,334	18.19
Wyeth LLC, USA	5,617,707	5.62	5,617,707	5.62
Wyeth Holdings Corporation, USA	1,630,164	1.63	1,630,164	1.63
Warner - Lambert Company, LLC, USA	1,187,163	1.19	1,187,163	1.19
Parke - Davis & Company, LLC, USA	955,733	0.96	955,733	0.96
John Wyeth & Brother Ltd, UK	882,000	0.88	882,000	0.88
Pharmacia Corporation, USA	783,941	0.78	783,941	0.78

17b OTHER EQUITY

Nature and purpose of reserves

(i) Securities premium

Securities premium account is used to record the premium on issue of shares. This reserve can be utilized in accordance with the said provisions of The Companies Act, 2013. This account also includes the share premium on shares issued to the shareholders of erstwhile Wyeth limited, pursuant to the Scheme of Amalgamation.

(ii) General reserve

General reserve forms part of the retained earnings and is permitted to be distributed to shareholders as part of dividend.

(iii) Capital reserve

The share-based payment reserve is used to recognize the value of equity settled share-based payments provided to the employees by Pfizer Inc. the ultimate holding company and the Company is not liable for any recharge of the amount. Refer note no.35 for further details on the plan.

(iv) Retained earnings

The amount that can be distributed by the Company as dividends to its equity shareholders. Refer Statement of changes in equity.

18 PROVISIONS- NON CURRENT

Currency: ₹ in crore

	31 March 2021	31 March 2020
Provision for employee benefits		
Compensated absences (Refer note 34)	15.38	12.13
Gratuity (Refer note 34)	10.47	9.58
Other provisions		
Demands under Drug Price Control Orders (DPCO) (Refer note 39)	20.45	20.45
Sales return	9.52	5.69
Customs and Central Excise	0.02	0.02
	55.84	47.87

a) Movement in provisions:

Currency: ₹ in crore

	Provision for Demands under DPCO	Provision for sales return	Provision for Customs and central excise
Balance as at 1 April 2019	20.81	5.11	1.78
Additions during the year	-	0.58	-
Reversal / Utilization during the year	0.36	-	1.76
As at 31 March 2020	20.45	5.69	0.02
Additions during the year	-	3.83	-
Reversal / Utilization during the year	-	-	-
As at 31 March 2021	20.45	9.52	0.02

b) Nature of provisions:

Provision for sales returns:

This represents provision towards saleable and non-saleable return expected to be made by the customers till the product expiry. Provision towards saleable return represents products which are expected to be returned in saleable condition while non-saleable return represents expected returns of products which are either expired or damaged, such that the sale of such products may not be possible. Management estimate the provision based on historical returns and any recent trends that may suggest future returns could differ from historical amounts.

Provision for demands under DPCO:

This represents provision recognized by the Company towards unsettled compensations claimed under DPCO from the Company.

Provision for customs and central excise:

This represents provision recognized by the Company towards claims raised by Customs and Excise authorities.

19 BORROWINGS

Currency: ₹ in crore

	31 March 2021	31 March 2020
From Others	2.50	2.50
	2.50	2.50

The amount represents purchase consideration payable to related party John Wyeth and Brother Limited, UK for the transfer of its undertaking in India to erstwhile Wyeth Limited. The amount has been retained as an interest free unsecured loan as per the directives of the Reserve Bank of India in this regard pending appropriate clearance from the income tax authorities.

20 TRADE PAYABLES

Currency: ₹ in crore

	31 March 2021	31 March 2020
Dues to micro and small enterprises	1.33	9.33
Other trade payables (Refer note c below)	282.41	417.45
	283.74	426.78

Notes:

a) Disclosures required under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006

Currency: ₹ in crore

	31 March 2021	31 March 2020
(i) Principal amount remaining unpaid to any supplier as at the end of the accounting year	1.33	9.33
(ii) Interest due thereon remaining unpaid to any supplier as at the end of the accounting year	-	0.01
(iii) The amount of interest paid along with the amounts of the payment made to the supplier beyond the appointed day (Represents interest amounts)	0.30	0.38
(iv) The amount of interest due and payable for the year	-	-
(v) The amount of interest accrued and remaining unpaid at the end of the accounting year	-	0.01
(vi) The amount of further interest due and payable even in the succeeding year, until such date when the interest dues as above are actually paid	-	-

b) Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the management.

c) Other trade payables include amounts due to related parties ₹ 138.85 crore (31 March 2020: ₹ 286.35 crore) of which ₹ 115.42 crore (31 March 2020: ₹ 124.26 crore) are due for more than 3 years.

d) All trade payables are 'current'. The Company's exposure to currency and liquidity risks related to trade payables is disclosed in note 37.

21 OTHER CURRENT FINANCIAL LIABILITIES

Currency: ₹ in crore

	31 March 2021	31 March 2020
Unclaimed dividends #	12.48	22.14
Employee benefits	47.49	51.80
Creditors for capital expenditure	0.92	0.99
Security deposits	5.96	6.38
Lease Liability (Refer note 36)	60.73	36.75
Book overdraft	5.82	-
Others	0.78	-
	134.18	118.06

Investor Education and Protection Fund (IEPF) is being credited by the amount of unclaimed dividend after seven years from the due date. The balance represents amounts not yet due for deposit to the IEPF.

22 OTHER CURRENT LIABILITIES

Currency: ₹ in crore

	31 March 2021	31 March 2020
Statutory remittances	46.74	39.97
Advance from customers (Refer note (i) below)	2.55	1.06
Advances received (Refer note 16 (i))	178.00	178.03
Deferred revenue (Refer note 25)	-	3.25
	227.29	222.31

Currency: ₹ in crore

	31 March 2021	31 March 2020
Note (i)		
Contract Liabilities -Advance from customer	2.55	1.06
Movement in Contract Liabilities		
Contract Liabilities at the beginning of the year	1.06	1.66
Decrease as a result of changes in the measure of progress	(1.06)	(1.66)
Increase due to cash received and carried forward	2.55	1.06
Contract Liabilities at the end of the year	2.55	1.06

23 PROVISIONS- CURRENT

Currency: ₹ in crore

	31 March 2021	31 March 2020
Provision for employee benefits		
Compensated absences (Refer note 34)	2.14	2.02
Gratuity (Refer note 34)	5.15	4.67
Other employee benefits	13.05	11.86
Other provisions :		
Sales return	29.61	25.47
Provision for sales tax / VAT (net)	19.73	13.69
Corporate Social responsibility	10.95	-
	80.63	57.71

Movement in provisions:

Currency: ₹ in crore

	Provision for employee benefits	Provision for sales return	Provision for sales tax / VAT	Provision for Corporate Social responsibility
Balance as at 1 April 2019	11.76	27.92	13.93	-
Additions during the year	0.10	-	-	-
Reversal / Utilization during the year	-	2.45	0.24	-
As at 31 March 2020	11.86	25.47	13.69	-
Additions / Adjustments during the year	1.19	4.14	6.04	10.95
Reversal / Utilization during the year	-	-	-	-
As at 31 March 2021	13.05	29.61	19.73	10.95

Provision for sales tax/ VAT

These represents provision recognized by the Company towards claims raised by Sales Tax authorities and VAT authorities as applicable in each state.

Refer note 18 for the nature and basis of the balance provisions.

Provisions for Corporate Social responsibility

These represents the unspent amount of corporate social responsibility. The Company has transferred the amount to a separate bank account within 30 days of the end of the financial year.

24 REVENUE FROM OPERATIONS

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Sale of products	2,190.04	2,096.32
Sale of services	48.39	55.19
Sale of scrap	0.12	0.14
	2,238.55	2,151.65
Disaggregation of the revenue and reconciliation to statement of profit and loss account is as follows:		
Manufactured	1,233.62	1,100.83
Traded	956.42	995.49
Total sale of products	2,190.04	2,096.32
Sale of services	48.39	55.19
Total revenue from contract with customers	2,238.43	2,151.51
Sale of scrap	0.12	0.14
Total Revenue from Operations	2,238.55	2,151.65

Refer note 43 for geographical disaggregation of the revenue.

25 OTHER INCOME

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Interest income		
On bank deposits	36.92	123.86
On income tax refund	-	4.12
On other balances	1.82	1.56
Rental income (Refer note 5)	6.39	6.39
Liabilities / provisions no longer required written back	4.73	12.74
Insurance claims	1.17	4.17
Sale of rights and interest in brands (net of related expenses)*	3.25	30.53
Compensation for wind down of Consumer health business (net)(Refer note 44)	24.36	-
Profit on sale of assets (net)	0.08	-
Gain on early termination of leases	0.97	0.28
Net gain on foreign currency transactions and translation	0.51	-
Reversal for expected credit loss	0.52	-
Other non-operating income	0.40	0.37
	81.12	184.02

*In the previous year the Company divested rights and interest in two brands for a consideration of ₹ 37.32 crore and accordingly net income of ₹ 30.53 crore was included under "Other Income" and ₹ 3.25 crore was deferred as per Ind AS 115 on account of supply arrangement. The deferred revenue has been recognised in the current year.

26 COST OF MATERIALS CONSUMED

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Raw materials consumed		
Opening inventory (Refer note 10)	74.28	68.26
Add: Purchases	292.93	300.52
	367.21	368.78
Less: Closing inventory (Refer note 10)	95.92	74.28
Raw materials consumed(a)	271.29	294.50
Packing materials consumed		
Opening inventory (Refer note 10)	9.49	8.24
Add: Purchases	60.71	51.96
	70.20	60.20
Less: Closing inventory (Refer note 10)	6.75	9.49
Packing materials consumed (b)	63.45	50.71
Total cost of materials consumed (a + b)	334.74	345.21

27 CHANGE IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK-IN-PROGRESS

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Opening inventory :		
Work in progress (Refer note 10)	9.19	9.93
Finished goods (Refer note 10)	107.46	80.39
Stock-in-trade (Refer note 10)	229.99	219.70
Less:		
Closing inventory:		
Work in progress (Refer note 10)	7.07	9.19
Finished goods (Refer note 10)	103.61	107.46
Stock-in-trade (Refer note 10)	221.61	229.99
Change in inventories:		
Work in progress (Refer note 10)	2.12	0.74
Finished goods (Refer note 10)	3.85	(27.07)
Stock-in-trade (Refer note 10)	8.38	(10.29)
	14.35	(36.62)

28 EMPLOYEE BENEFITS EXPENSE

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Salaries and wages	318.96	325.77
Contribution to provident and other funds (Refer note 34)	15.79	14.78
Staff welfare expenses	7.86	10.13
Gratuity (Refer note 34)	7.89	5.79
Employee stock option expenses (Refer note 35)	10.56	8.04
	361.06	364.51

29 FINANCE COSTS

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Interest expense on Lease liability	11.70	10.45
Interest expense on others	3.41	0.40
	15.11	10.85

30 DEPRECIATION AND AMORTIZATION EXPENSE

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Depreciation on property, plant and equipment (Refer note 4)	56.13	49.38
Depreciation on investment property (Refer note 5)	1.39	1.38
Amortization of other intangible assets (Refer note 6)	51.89	52.48
	109.41	103.24

31 OTHER EXPENSES

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Advertisement and sales promotion	65.02	84.94
Processing charges	53.15	46.21
Legal and professional fees	78.35	67.74
Auditors' remuneration (Refer note 31.1)	1.05	0.90
Power and fuel	5.79	11.04
Freight and forwarding expenses	72.85	68.76
Insurance	13.44	11.79
Travelling and conveyance	14.55	62.54
Rent (Refer note 36)	0.50	3.41
Communication	4.45	6.28
Provision for expected credit loss (includes bad debts written off)	-	2.09
Provision for doubtful loans (includes actual written off)	0.08	0.21
Rates and taxes	14.62	11.36

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Repairs and maintenance - buildings	2.01	1.08
Repairs and maintenance - machinery	1.88	2.24
Repairs and maintenance - others	1.17	2.70
Net loss on foreign currency transactions and translation	-	4.45
Consumption of stores and spare parts	2.05	2.03
Bank charges	0.28	0.16
Printing and stationery	0.75	0.98
Commission to directors	0.99	0.96
Loss on sale of fixed asset (net)	-	1.11
Miscellaneous expenses (Refer note 46 for corporate social responsibility)	34.65	29.20
	367.63	422.18

31.1 AUDITORS' REMUNERATION

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
a) As statutory auditor	0.91	0.85
b) As tax auditor	0.12	-
c) For other matters (certification work)	0.01	-
d) Out of pocket expenses	0.01	0.05
Total	1.05	0.90

32 Tax reconciliation

Tax expense

(a) Amounts recognized in statement of profit and loss

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Current income tax	183.63	177.70
Deferred income tax, (net)		
Origination and reversal of temporary differences	(12.52)	-
Reduction in tax rate	-	(0.63)
Others	-	0.79
Prior year tax adjustments	-	(44.50)
Tax expense for the year	171.11	133.36

(b) Amounts recognized in other comprehensive income

Currency: ₹ in crore

	Year ended 31 March 2021			Year ended 31 March 2020		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to statement of profit and loss						
Remeasurements of the defined benefit plans	(1.28)	0.32	(0.96)	(11.94)	3.01	(8.93)
Total	(1.28)	0.32	(0.96)	(11.94)	3.01	(8.93)

(c) Reconciliation of effective tax rate

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Profit before tax	668.72	642.49
Tax using the Company's domestic tax rate (current year 25.17% and previous year 25.17 %)	168.30	161.70
Capital gains arising on wind down on Consumer Health Care Business	5.35	-
Tax effect of amounts which are not deductible in calculating taxable income		
CSR expenses	4.04	7.54
Reduction in tax rate	-	0.63
Deferred tax liability created on lease liability and right of use assets	-	4.40
Others	(6.58)	3.59
Tax expense as per statement of profit and loss	171.11	177.86
Effective tax rate	25.59%	27.68%

(d) Movement in deferred tax balances

The movement in deferred tax balances for the year ended 31 March 2021 is as follows:

Currency: ₹ in crore

	Net balance 1 April 2020	Recognized in statement of profit and loss	Recognized in OCI	Net deferred tax asset/liability
Deferred tax liability (gross)				
Property, plant and equipment	(10.83)	5.80	-	(5.03)
Intangible assets	(37.35)	7.09	-	(30.26)
Lease liability	(4.40)	0.64	-	(3.76)
Interest free deposits	-	(0.25)	-	(0.25)
Total deferred tax liabilities	(52.58)	13.28	-	(39.30)
Deferred tax assets (gross)				
Interest free deposits	1.56	-	-	1.56
Physician samples	0.41	(0.41)	-	-
Employee benefits	12.01	1.97	0.32	14.30
Provisions	39.22	(2.32)	-	36.90
Total deferred tax assets	53.20	(0.76)	0.32	52.76
Deferred tax liabilities (net)	0.62	12.52	0.32	13.46

The movement in deferred tax balances for the year ended 31 March 2020 is as follows:

Currency: ₹ in crore

	Net balance 1 April 2019	Recognized in statement of profit and loss	Recognized in OCI	Net deferred tax asset/liability
Deferred tax liability (gross)				
Property, plant and equipment	(12.41)	1.58	-	(10.83)
Intangible assets	(61.32)	23.97	-	(37.35)
Lease straight lining	(2.93)	2.93	-	-
Lease liability	-	(4.40)	-	(4.40)
Interest free deposits	(0.72)	2.28	-	1.56
Total deferred tax liabilities	(77.38)	26.36	-	(51.02)
Deferred tax assets (gross)				
Physician samples	1.67	(1.26)	-	0.41
Employee benefits	11.18	(2.18)	3.01	12.01
Provisions	46.77	(7.55)	-	39.22
Other items	15.53	(15.53)	-	-
Total deferred tax assets	75.15	(26.52)	3.01	51.64
Deferred tax liabilities (net)	(2.23)	(0.16)	3.01	0.62

The Company offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

Management judgement is required in determining provision for income tax, deferred income tax assets and liabilities and recoverability of deferred income tax assets. The recoverability of deferred income tax assets is based on estimates of taxable income and the period over which deferred income tax assets will be recovered. Any changes in future taxable income would impact the recoverability of deferred tax assets.

33 Earnings per share (EPS)

Currency: ₹ in crore

	31 March 2021	31 March 2020
(i) Profit attributable to Equity holders		
Profit for the year	497.61	509.13
(ii) Weighted average number of outstanding ordinary shares	4,57,50,372	4,57,50,372
(iii) Basic and Diluted earnings per share computed on basis of profit for the year *	108.77	111.28

* Basic and diluted earning per share are in ₹

34 EMPLOYEE BENEFITS

(A) Defined contribution plan:

During the year, the Company has contributed ₹ 0.52 crore (31 March 2020: ₹ 0.53 crore) towards employee's superannuation fund.

(B) Long-term employee benefit - Compensated absences

All eligible employees can carry forward and avail / encash leave as per Company's rules.

(C) Defined benefit plan:

(i) Provident fund

The employee's provident fund is administered by a Trust created specifically for the purpose. The employee's and employer's contributions are transferred to the trust. All liabilities arising on account of provident fund payouts on resignation or retirement from service or death while in service are made from the trust.

Currency: ₹ in crore

	31 March 2021	31 March 2020
Accumulated PF Balances (a)	355.02	322.33
Cost of interest rate guarantee (b)	12.34	14.71
Total liability (a+b)	367.36	337.04
Less: fair value of plan assets	379.69	342.33
Deficit/(Surplus)	(12.33)	(5.29)
Effect due to asset ceiling	-	-
(Asset)/Liability *	(12.33)	(5.29)

* The net surplus in the provident fund trust as per the actuarial report is ₹ 12.33 crore as at 31 March 2021 (31 March 2020 : ₹ 5.29 crore) leading to a nil liability for the company.

(ii) Gratuity plan

In accordance with the provisions of the Payment of Gratuity Act, 1972, the Company has a defined benefit plan which provides for gratuity payments. The plan provides a lump sum gratuity payment to eligible employees at retirement or termination of their employment. The amounts are based on the respective employee's last drawn salary and the years of employment with the Company.

Liabilities in respect of the gratuity plan are determined by an actuarial valuation, based upon which the Company makes annual contributions to the Group Gratuity cum Life Assurance Schemes administered by the LIC of India, a funded defined benefit plan for qualifying employees. Trustees administer the contributions made by the Company to the gratuity scheme.

Currency: ₹ in crore

	31 March 2021	31 March 2020
Defined benefit obligation	99.26	93.53
Fair value of plan assets	90.51	85.01
Net defined benefit assets/ (obligation)	(8.75)	(8.52)

(i) Movement in net defined benefit asset/ (obligation)

The following table shows a reconciliation from the opening balances to the closing balances for net defined benefit (asset) liability and its components

Gratuity plan

Currency: ₹ in crore

	Defined benefit obligation		Fair value of plan assets		Net defined benefit asset/ (obligation)	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020	31 March 2021	31 March 2020
Opening balance	93.53	79.33	85.01	78.77	(8.52)	(0.56)
Funds received from Life Insurance Corporation of India		-	-	-	-	-
Current service cost	7.50	5.97	-	-	(7.50)	(5.97)
Contributions		-		-	-	-
Expected returns		-	5.37	5.91	5.37	5.91
Past service cost		-		-	-	-
Interest cost (income)	5.75	5.72		-	(5.75)	(5.72)
Benefit payments from plan assets		-		-	-	-
Benefit payments directly by employer	(8.93)	(9.77)	-	-	8.93	9.77
	97.85	81.25	90.38	84.68	(7.47)	3.43
Included in OCI						
Remeasurement loss/ (gain)	-	-	-	-	-	-
Actuarial loss/ (gain) arising from	-	-	-	-	-	-
(i) Demographic assumptions	0.55	0.90	-	-	(0.55)	(0.90)
(ii) Financial assumptions	5.22	9.35	0.13	0.33	(5.09)	(9.02)
(iii) Experience adjustment	(4.36)	2.03	-	-	4.36	(2.03)
	1.41	12.28	0.13	0.33	(1.28)	(11.95)
Closing balance	99.26	93.53	90.51	85.01	(8.75)	(8.52)

Represented by

Currency: ₹ in crore

	31 March 2021	31 March 2020
Net defined benefit liability	15.62	14.25
Net defined benefit asset	6.87	5.73
	(8.75)	(8.52)

(ii) Plan assets

Currency: ₹ in crore

	31 March 2021	31 March 2020
Plan assets comprise the following		
Insurer managed fund (100%)	90.51	85.01
	90.51	85.01

(iii) Actuarial assumptions

The following were the principal actuarial assumptions at the reporting date (expressed as weighted averages).

	Gratuity	
	31 March 2021	31 March 2020
Discount rate	6.70%	6.32%
Future salary growth	8% to 10%	5% to 9%
Rate of employee turnover	4% to 10%	4% to 13.82%
Mortality rate	Indian Assured Lives Mortality (2012-14) Ultimate	Indian Assured Lives Mortality (2012-14) Ultimate

Assumptions regarding future mortality have been based on published statistics and mortality tables.

(iv) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

Currency: ₹ in crore

	31 March 2021		31 March 2020	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	90.54	109.13	85.51	102.87
Future salary growth (1% movement)	106.62	91.91	101.28	86.31

The sensitivity analysis above has been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

(v) Expected future cash flows

The expected future cash flows in respect of gratuity as at 31 March 2021 were as follows:

Expected future benefit payments

31 March 2022	5.15
31 March 2023	6.94
31 March 2024	7.08
31 March 2025	6.17
31 March 2026	6.25
Thereafter	41.59

35 SHARE-BASED PAYMENT ARRANGEMENTS

a) Employee stock options - equity settled

Certain employees of the Company are eligible for stock options, restricted stock units, portfolio performance shares and total shareholder return units granted by Pfizer Inc. (Ultimate holding company).

The Company has accounted ₹ 10.56 crore (31 March 2020: ₹ 8.04 crore) for share-based payment transactions among group entities in accordance with Ind AS 102, 'Share-based Payments'.

Nature and extent of employee share-based payment plans

Pfizer Inc., as a part of the long-term incentive awards offers certain common stock (shares) to the employees of Pfizer Inc., and its subsidiaries. These shares are offered through grant of awards which is a combination of restricted stock units, portfolio performance shares and total shareholder return units under the Pfizer Inc. 2004 Stock plan. As per the plan, the vesting period of the stock options and the restricted stock units is 3 years from the grant date and the stock options have a term of 10 years from the grant date. All stock options and restricted stock units are settled through equity. The employees of the Company have been issued 22,240 (31 March 2020: 19,523) restricted stock units, 2,446 (31 March 2020: 1,370) portfolio performance shares and 131,309 (31 March 2020: 101,285) total shareholder return units under the Pfizer Inc., 2004 Share Option Plan by Pfizer Inc."

As part of the Upjohn spin off, all Pfizer Long term incentive was adjusted and Pfizer stockholders received a dividend of Viatrix stock. The number of the shares colleagues held at the closing were increased and the grant prices for stock options and TSRUs were decreased.

(i) Employee stock options (ESOP)

Employee stock option provides the employees of Pfizer Limited with a right to receive a unit of the stock of Pfizer Inc., at a predetermined exercise price upon fulfillment of vesting conditions.

	Year ended 31 March 2021		
	Shares arising out of options	Range of exercise prices (US \$)	Weighted average exercise price (US \$)
Options outstanding at the beginning of the year	1,03,442	17.69 - 34.59	28.86
Add: Options granted during the year	-		
Less: Options lapsed during the year	-		
Less: Options exercised during the year	(7,786)	17.69 - 34.59	21.05
Less: Options forfeited during the year	(990)	17.69 - 34.59	26.36
Add/(Less): Transfer between entities	-	-	-
Options outstanding at the year end	94,666	17.69 - 34.59	29.53
Upjohn Spin Adjustment	4,940	17.69 - 34.59	28.05
Post Spin Transactions:			
Exercises	(4,291)	17.69 - 34.59	27.04
Expirations			
Option outstanding after upjohn adjustment	95,315	17.69 - 34.59	28.10
Exercisable as at the end of the period	95,315	17.69 - 34.59	28.10

The weighted average remaining contractual life of the ESOP outstanding at the year end is 2.6 years.

	Year ended 31 March 2020		
	Shares arising out of options	Range of exercise prices (US \$)	Weighted average exercise price (US \$)
Options outstanding at the beginning of the year	1,23,782	17.69 - 34.59	28.72
Add: Options granted during the year	-	-	-
Less: Options lapsed during the year	-	-	-
Less: Options exercised during the year	(20,340)	17.69 - 34.59	26.72
Less: Options forfeited during the year	-	-	-
Add/(Less): Transfer between entities	-	-	-
Options outstanding at the year end	1,03,442	17.69 - 34.59	28.86
Exercisable at the end of the period	1,02,195	17.69 - 34.59	28.86

The weighted average remaining contractual life of the ESOP at the year end is 3.6 years.

The weighted average grant date fair value of stock options granted during the years ended 31 March 2021 is Nil (31 March 2020: Nil).

(ii) Restricted stock units (RSUs)

RSUs which, when vested entitle the holder to receive a specified number of shares of the Ultimate Holding Company including shares resulting from dividend equivalents paid on such RSUs, are accounted for using a fair value based method at the date of grant. The value of each RSU grant is estimated on the grant date. The fair value based method utilizes the closing price of the Ultimate Holding Company's common stock on the date of grant. The exercise price of the RSU is Nil.

Particulars	Year ended 31 March 2021	
	Shares arising out of options	Weighted average exercise price (US\$)
RSUs outstanding at the beginning of the year	51,269	37.87
Add: Options granted during the year	22,240	34.10
Less: Options vested during the year	(15,902)	34.18
Less: Options forfeited during the year	(4,592)	37.69
Add: DEUs earned during the year	2,212	37.51
Add: Transfer between entities	(154)	-
RSUs outstanding at the year end	55,073	37.40
Upjohn Spin Adjustment	2,897	35.53
Post Spin Transactions:		
Granted	1,548	35.90
Exercises	(1,138)	36.63
Expirations	(358)	39.98
Transfers between entities/Difference	154	-
Options outstanding at the year end	58,176	35.50
Exercisable at the end of the period	-	-

The weighted average remaining contractual life of the RSUs outstanding at the year end is 1.02 years.

Particulars	Year ended 31 March 2020	
	Shares arising out of options	Weighted average exercise price (US\$)
RSUs outstanding at the beginning of the year	58,062	33.71
Add: Options granted during the year	19,523	43.35
Less: Options vested during the year	(17,110)	30.93
Less: Options forfeited during the year	(8,256)	37.26
Add: DEUs earned during the year	1,985	39.66
Add: Transfer between entities	(2,935)	-
RSUs outstanding at the year end	51,269	37.87

The weighted average remaining contractual life of the RSUs outstanding at the year end is 1.2 years.

The weighted average grant date fair value of RSUs granted during the year ended 31 March 2021 is US \$ 34.10 per RSU (31 March 2020: US \$ 43.35 per RSU).

(iii) Portfolio performance shares (PPSs)

PPSs provide an opportunity to receive shares of Pfizer common stock contingent upon the company's achievement of pre set goals related to long term pipeline portfolio delivery over a five year performance period.

Particulars	Year ended 31 March 2021	
	Shares arising out of options	Weighted average exercise price (US\$)
Options outstanding at the beginning of the year	1,779	39.18
Add: Options granted during the year	2,446	34.10
Less: Options vested during the year	(295)	34.06
Less: Options forfeited during the year	-	-
Less: Transfer between entities	-	-
Options outstanding at the year end	3,930	36.79
Upjohn Adjustments	207	36.69
Unvested	4,137	34.95
Exercisable at the end of the year	1,190	33.82

The weighted average remaining contractual life of the PPS outstanding at the year end is 2.7 years.

(iii) Portfolio performance shares (PPSs)

Particulars	Year ended 31 March 2020	
	Shares arising out of options	Weighted average exercise price (US\$)
Options outstanding at the beginning of the year	1,777	43.65
Add: Options granted during the year	1,370	43.35
Less: Options vested during the year	(836)	43.08
Less: Options forfeited during the year	(532)	39.62
Less: Transfer between entities	-	-
Options outstanding at the year end	1,779	39.18
Exercisable at the end of the year	1,868	39.18

The weighted average remaining contractual life of the PPSs outstanding at the year end is 1.8 years.

The weighted average grant date fair value of PPSs option granted during the years ended 31 March 2021 is US \$34.10 per PPS (31 March 2020: US \$43.35 per PPS).

(iv) Total Shareholder Return Units (TSRUs)

TSRUs are awarded to senior and other key management, and, beginning in 2016, to certain other employees. TSRUs entitle the holders to receive a number of shares of our common stock with a value equal to the difference between the defined settlement price and the grant price, plus the dividends accumulated during the five-year or seven-year term, if and to the extent the total value is positive.

We measure the value of TSRU grants as of the grant date using a Monte Carlo simulation model. The values determined through this fair value methodology generally are amortized on a straight-line basis over the vesting term.

Particulars	Year ended 31 March 2021	
	Shares arising out of options	Weighted average exercise price (US\$)
TSRUs outstanding at the beginning of the year	3,29,369	36.32
Add: Options granted during the year	1,31,309	34.10
Less: Options vested during the year	-	-
Less: Options forfeited during the year	(24,332)	37.52
Less: Exercised	(2,363)	32.97
Less: Transfer between entities	(735)	
Upjohn Spin Adjustment	22,790	30.44
Forfeiture	(1,725)	37.33
Transfers between entities	1,102	
TSRUs outstanding at the year end	4,55,415	30.42
Exercisable at the year end	1,54,129	25.25

The weighted average remaining contractual life of the TSRUs outstanding at the year end is 2.2 years.

Particulars	Year ended 31 March 2020	
	Shares arising out of options	Weighted average exercise price (US\$)
TSRUs outstanding at the beginning of the year	2,86,900	33.78
Add: Options granted during the year	1,01,285	43.35
Less: Options vested during the year	(3,207)	30.59
Less: Options forfeited during the year	(41,519)	37.30
Less: Transfer between entities	(14,090)	-
TSRUs outstanding at the year end	3,29,369	36.32

The weighted average remaining contractual life of the TSRUs outstanding at the year end is 2.8 years.

The weighted average grant date fair value of TSRUs granted during the year ended 31 March 2021 is US \$ 34.10 per TSRU (31 March 2020: US \$ 43.35 per TSRU)

b) Valuation of stock options

The fair value of stock options granted during the period has been measured using the Black-Scholes-Merton option pricing model at the date of the grant. The Black-Scholes-Merton option-pricing model, includes assumptions regarding dividend yields, expected volatility, expected terms and risk free interest rates. The key inputs and assumptions used are as follows:

Share price: The closing price on NYSE as on the date of grant has been considered for valuing the options granted.

Exercise price: Exercise Price is the market price or face value or such other price as determined by the Pfizer Inc.'s Remuneration and Compensation Committee.

Expected volatility: The historical volatility of the stock till the date of grant has been considered to calculate the fair value of the options.

Expected option life: Expected life of option is the period for which the Company expects the options to be live. The minimum life of a stock option is the minimum period before which the options cannot be exercised and the maximum life is the period after which the options cannot be exercised.

Expected dividends: Expected dividend yield has been calculated as an average of dividend yields for the four financial years preceding the date of the grant.

Risk free interest rate: The risk free interest rate on the date of grant considered for the calculation is the interest rate applicable for a maturity equal to the expected life of the options based on the zero coupon yield curve for Government Securities.

These assumptions reflect management's best estimates, but these assumptions involve inherent market uncertainties based on market conditions generally outside of the Company's control. As a result, if other assumptions had been used in the current period, stock-based compensation expense could have been materially impacted. Further, if management uses different assumptions in future periods, stock based compensation expense could be materially impacted in future years. The estimated fair value of stock options is charged to income on a straight-line basis over

the requisite service period for each separately vesting portion of the award as if the award was, in-substance, multiple awards. The weighted average inputs used in computing the fair value of options granted were as follows:

Particulars	Date of grant			
	28 February 2020	28 February 2019	28 February 2018	28 February 2017
Expected dividend yield	4.36%	3.27%	3.73%	3.69%
Risk-free interest rate	1.25%	2.66%	2.85%	2.23%
Expected stock price volatility	20.97%	18.34%	20.02%	18.39%
Expected term	6.75 years	6.75 years	6.75 years	6.75 years

c) Valuation of Restricted stock units

The fair value of Restricted stock units granted during the period has been measured using the closing price of our common stock as of the grant date.

d) Valuation of Portfolio performance shares

The fair value of Portfolio performance units granted during the period has been measured using the intrinsic value method using the closing price of our common stock as of the grant date.

e) Valuation of Total Shareholder Return Units

The fair value of Total Shareholder Return Units granted during the period has been measured using a Monte Carlo simulation method as of the grant date.

36 LEASES

The Company's lease asset classes primarily consist of leases for land and buildings. The lease period for these contracts varies from 1 year to 6 years except for Goa plant having a lease period of 99 years and in certain cases, mainly relating to rent of (parts of) buildings, with extension options. The Right-of-use assets and Lease liabilities as disclosed below, do not include short term and low value leases. In general, as usual with leases, the Company's obligations under its leases are secured by the lessor's title to or legal ownership of the leased assets.

Right-of-Use Assets

The movement in Right-of-use assets has been disclosed in Note 4.

Lease Liabilities

Movement in Lease Liabilities as from 1 April 2020:

Currency: ₹ in crore

Particulars	31 March 2021
Balance as at 1 April 2020	125.43
Additions on account of New Leases	29.02
Accretion of Interest	11.70
Payments made	49.09
Early Termination of Lease	14.62
Gain on early termination	0.97
Balance as at 31 March 2021	103.41
Current (Refer note 21)	60.73
Non-current	42.68
Balance as at 31 March 2021	103.41

Movement in Lease Liabilities as from 1 April 2019

Currency: ₹ in crore

Particulars	31 March 2020
Balance as at 1 April 2019	98.13
Additions on account of New Leases	62.68
Accretion of Interest	10.45
Payments made	39.00
Early Termination of Lease	7.11
Gain on early termination	0.28
Balance as at 31 March 2020	125.43
Current	36.75
Non-current	88.68
Balance as at 31 March 2020	125.43

Rent paid for short term leases was ₹ 0.40 crore for the year ended 31 March 2021(31 March 2020 : ₹ 3.24 crore) The total cash out flows for leases are ₹ 49.03 (31 March 2020 : ₹ 42.24 crore) crore in the year, including the payments relating to short term and low value leases.

The table below provides details regarding the contractual maturities of lease liabilities as at 31 March 2021 on an undiscounted basis:

Currency: ₹ in crore

Particulars	31 March 2021	31 March 2020
Less than one year	50.81	47.00
One to five years	67.15	100.51
More than five years	11.70	11.75
Total	129.66	159.26

The company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when they fall due.

Rental income on assets given on operating lease is ₹ 6.39 crore for the year ended 31 March 2021.

37 Financial instruments

1. Financial instruments – Fair values and measurements

Accounting classification and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities as at 31 March 2021, including their levels are presented below. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if their carrying amount is a reasonable approximation of fair value.

Currency: ₹ in crore

Note	Carrying amount				Fair value			Total
	FVTPL	FVTOCI	Amortized Cost	Derivatives designated as hedges	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	
Financial assets								
Investments *	7	0.00	-	-	0.00	0.00	-	0.00
Loans-non current	8	-	-	32.31	-	-	-	32.31
Trade receivables	11	-	-	129.69	-	-	-	129.69
Cash and cash equivalents	12a	-	-	157.03	-	-	-	157.03
Other bank balances	12b	-	-	958.07	-	-	-	958.07
Loans-current	13	-	-	8.56	-	-	-	8.56
Other current financial assets	14	-	-	51.97	-	-	-	51.97
		0.00	-	1,337.63	0.00	-	-	1,337.63
Financial liabilities								
Borrowings	19	-	-	2.50	-	-	-	2.50
Trade payables	20	-	-	283.74	-	-	-	283.74
Other current financial liabilities	21	-	-	134.18	-	-	-	134.18
		-	-	420.42	-	-	-	420.42

* Amount below ₹ one lakh

The following table shows the carrying amounts and fair values of financial assets and financial liabilities as at 31 March 2020, including their levels are presented below. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if their carrying amount is a reasonable approximation of fair value.

Note	Carrying amount				Fair value			Total
	FVTPL	FVTOCI	Amortized Cost	Derivatives designated as hedges	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	
Financial assets								
Investments *	7	0.00	-	-	0.00	-	-	0.00
Loans-non current	8	-	-	31.90	-	-	-	31.90
Trade receivables	11	-	-	172.03	-	-	-	172.03
Cash and cash equivalents	12a	-	-	1,763.79	-	-	-	1,763.79
Other bank balances	12b	-	-	456.08	-	-	-	456.08
Loans-current	13	-	-	3.52	-	-	-	3.52
Other current financial assets	14	-	-	21.31	-	-	-	21.31
		0.00	-	2,448.63	0.00	-	-	2,448.63
Financial liabilities								
Borrowings	19	-	-	2.50	-	-	-	2.50
Trade payables	20	-	-	426.78	-	-	-	426.78
Other current financial liabilities	21	-	-	118.06	-	-	-	118.06
		-	-	547.34	-	-	-	547.34

* Amount below ₹ one lakh

2. Financial risk management - objective and policies

(i) Financial risk management framework

The Company has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk
- Currency risk

The Company's Board of Directors have overall responsibility for the establishment and oversight of the Company's risk management framework.

The Company's risk management is carried out by the management in consultation with the Board of Directors. The Board provides principles for overall risk management, as well as policies covering specific risk areas.

The Audit Committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit Committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and adhoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

(ii) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers and from its financing activities including deposits with banks and other financial instruments. The Company establishes an allowance for expected credit loss and impairment that represents its estimate of incurred losses in respect of trade and other receivables and investments.

a) Trade receivables

The maximum exposure to the credit risk at the reporting date is primarily from trade receivables amounting to ₹ 129.69 crore as at 31 March 2021 (31 March 2020: ₹ 172.03 crore).

Trade receivables are typically unsecured and are derived from revenue earned from customers primarily located in India.

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the customer, including the default risk of the industry, the country and the state in which the customer operates, also has an influence on credit risk assessment. Credit risk is managed through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which the Company grants credit terms in the normal course of business.

b) Expected credit loss assessment for customers and loans

The Company allocates each exposure to a credit risk grade based on a variety of data that is determined to be predictive of the risk of loss (e.g. timeliness of payments, available press information etc.) and applying experienced credit judgement.

Exposures to customers and loans outstanding at the end of each reporting period are reviewed by the Company to determine incurred and expected credit losses. The company provided for expected credit loss based on lifetime expected credit loss. (simplified approach).

The movement in the allowance for credit loss in respect of trade receivables during the year was as follows:

	Currency: ₹ in crore
	Amount
Balance as at 1 April 2019	25.63
Less: Amounts written off	2.88
Add: Increase in provision	2.09
Balance as at 31 March 2020	24.84
Less: Amounts written off	0.22
Less: Decrease in provision	0.51
Balance as at 31 March 2021	24.11

The movement in the allowance for doubtful loans during the year was as follows:

	Currency: ₹ in crore
	Amount
Balance as at 1 April 2019	2.76
Less: Amounts written off	1.67
Add: Increase in provision	0.09
Balance as at 31 March 2020	1.18
Less: Amounts written off	0.59
Add: Increase in provision	0.08
Balance as at 31 March 2021	0.67

c) Cash and bank balances

The Company held cash and bank balances of ₹ 1,115.10 crore as at 31 March 2021 (31 March 2020: ₹ 2,219.87 crore).Credit risk on cash and bank balances is limited as these are generally held or invested in deposits with banks with good credit ratings.

d) Investments

There are no significant investments made by the Company and hence credit risk is not material.

(iii) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's principal sources of liquidity are cash and bank balances and the cash flow that is generated from operations. The Company has no outstanding bank borrowings. The Company believes that the working capital is sufficient to meet its current requirements.

Exposure to liquidity risk

Undiscounted contractual maturities of significant financial liabilities

Currency: ₹ in crore

31 March 2021	Contractual cash flows						
	Note	Carrying amount	Total	Upto 1 year	1-3 years	3-5 years	More than 5 years
Non-derivative financial liabilities							
- Borrowings	19	2.50	2.50	2.50	-	-	-
- Trade payable	20	283.74	283.74	283.74	-	-	-
- Creditors for capital expenditure	21	0.92	0.92	0.92	-	-	-
- Employee benefits payable	21	47.49	47.49	47.49	-	-	-
- Deposits	21	5.96	5.96	5.96	-	-	-
- Unclaimed dividend	21	12.48	12.48	12.48	-	-	-
- Lease Liability	21	60.73	60.73	60.73	-	-	-
- Book overdraft	21	5.82	5.82	5.82	-	-	-
- Others	21	0.78	0.78	0.78	-	-	-
Total		420.42	420.42	420.42	-	-	-

Currency: ₹ in crore

31 March 2020	Contractual cash flows						
	Note	Carrying amount	Total	Upto 1 year	1-3 years	3-5 years	More than 5 years
Non-derivative financial liabilities							
- Borrowings	19	2.50	2.50	2.50	-	-	-
- Trade payable	20	426.78	426.78	426.78	-	-	-
- Creditors for capital expenditure	21	0.99	0.99	0.99	-	-	-
- Employee benefits payable	21	51.80	51.80	51.80	-	-	-
- Deposits	21	6.38	6.38	6.38	-	-	-
- Unclaimed dividend	21	22.14	22.14	22.14	-	-	-
- Lease Liability	21	36.75	36.75	36.75	-	-	-
Total		547.34	547.34	547.34	-	-	-

(iv) Market risk

Market risk is the risk that changes in market prices – such as foreign exchange rates, interest rates and equity prices – will affect the Company's income or the value of its holdings of financial instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables and payables. We are exposed to market risk primarily related to foreign exchange rate risk. Thus, our exposure to market risk is a function of revenue generating and operating activities in foreign currency. The objective of market risk management is to avoid excessive exposure in our foreign currency revenues and costs.

(v) Currency risk

The Company is exposed to currency risk on account of its operations. The functional currency of the Company is Indian Rupee. The exchange rate between the Indian rupee and foreign currencies has changed substantially in recent years and may continue to fluctuate substantially in the future.

Exposure to currency risk

The foreign currency risk from financial instruments as at 31 March 2021 are as follows:

Currency: ₹ in crore

	₹	US \$
Financial assets		
Trade and other receivables	44.75	0.61
	44.75	0.61
Financial liabilities		
Trade payables	32.03	0.44
	32.03	0.44
Net assets / (liabilities)	12.72	0.17

The foreign currency risk from financial instruments as at 31 March 2020 are as follows:

Currency: ₹ in crore

	₹	US \$
Financial assets		
Trade and other receivables	0.45	0.01
	0.45	0.01
Financial liabilities		
Trade payables	40.63	0.54
	40.63	0.54
Net assets / (liabilities)	(40.18)	(0.55)

Every percentage point depreciation / appreciation in the exchange rate between the Indian Rupee and US dollar would not have a significant impact on statement of profit and loss for the year ended 31 March 2021.

38 Capital management

a) Risk management

The Company's policy is to maintain a strong capital base to sustain future development of the business.

The Company has adequate cash and bank balances and continues to remain debt-free. The Company monitors its capital by a careful scrutiny of the cash and bank balances, and a regular assessment of any debt requirements. In the absence of any debt, the maintenance of debt equity ratio etc. may not be of any relevance to the Company.

b) Dividend

(i) Equity Shares

Final Dividend for the year ended 31 March 2020 of ₹ 10 for fully paid share (31 March 2019: ₹ 22.50 for fully paid share). The company has declared a special (interim) dividend of ₹ 320 per fully paid share for the year ended 31 March 2020.

Dividend distribution tax on final dividend for March 2020 is Nil (31 March 2019: ₹ 21.16 crore).

39 PRICING LITIGATIONS - CONTINGENCIES

The government had raised certain pricing related demands on Pfizer Limited and the erstwhile Parke-Davis (India) Ltd., Pharmacia Healthcare Limited and Wyeth Limited (which entities merged with Pfizer Limited), in respect of certain price fixation orders and other allied matters under various Drug (Prices Control) Orders (DPCO), viz., DPCO 1979, DPCO 1987, DPCO 1995 and DPCO 2013. These demands include alleged differential price demand on procurement of bulk drugs below the notified price, disputes on categorization of products, overcharging on the allegation of not following certain price control orders, allegation of delayed implementation of price ceiling notifications, etc. The Company had repudiated these demands and initiated legal proceedings to defend the Company against these alleged demands. Based on the legal assessment of these matters, certain provisions have already been made in the books, wherever necessary. The Company also has made certain deposits against these demands pursuant to directions from High Court(s).

Based on the legal opinion received by the Company and the assessment of the management, the Company is of the view that no further provisions are considered necessary over and above the sum of ₹ 20.45 crore (31 March 2020: ₹ 20.45 crore) and that the estimated liability in respect of these cases shall not exceed the amount provided in the books of accounts. A summary of the alleged pricing demands are given hereunder:

Currency: ₹ in crore

Name of Statute	Period of dispute	Authority before whom dispute is pending	Nature of dispute	Total demand including interest	Amount Paid	Contingent Liability
DPCO 1979/ DPCO 1987	1979-1988	Drug Prices Liability Review Committee	Alleged differential bulk drug price and arbitrary retrospective demand	16.25	-	16.25
DPCO 1979	1981-1988	Hon'ble Bombay High Court	Alleged differential price demand	59.45	18.97	43.29
DPCO 1979	1982-1986	Hon'ble Hyderabad High Court	Alleged differential price demand	2.23	1.06	1.17
DPCO 1979	1983-1985	Hon'ble Bombay High Court	Alleged differential bulk drug procurement price	3.85	0.45	3.85
DPCO 1979	1984-1986	Drug Prices Liability Review Committee	Alleged demand on Food product based on wrong classification	2.12	-	2.12
DPCO 1995	2004	Hon'ble Bombay High Court	Alleged non-maintenance of raw material consumption ratio	17.11	12.88	17.11
DPCO 1995	2006-2007	Various authorities	Applicability of price control notification & allied matters	9.01	-	6.21
DPCO 1995	2006-2007	Hon'ble Bombay High Court	Alleged non-implementation of price order	6.10	-	6.10
DPCO 2013	2015-2017	Hon'ble Bombay High Court	Price increase due to excise duty revision alleged as price increase in excess of permissible limit	48.46	-	48.46

Currency: ₹ in crore

Name of Statute	Period of dispute	Authority before whom dispute is pending	Nature of dispute	Total demand including interest	Amount Paid	Contingent Liability
DPCO 1995	2014-2015	Hon'ble Bombay High Court	Alleged delayed implementation of price order	3.90	0.15	3.90
DPCO 1995	2009-2010	Hon'ble Delhi High Court	Alleged delayed implementation of price order	0.51	0.08	0.08
DPCO 2013	2016-2017	Hon'ble Bombay High Court	Alleged delayed implementation of price order	6.97	-	6.97
Total				175.96	33.59	155.51

40 RELATED PARTY TRANSACTIONS

I. Names of related parties and description of relationships

A. Parties where control exists:

Ultimate holding company:
Pfizer Inc., USA

B. Companies collectively exercising significant influence:

Pfizer East India B.V., Netherlands
Wyeth LLC, USA
Wyeth Holdings Corporation, USA
John Wyeth & Brother Limited, UK
Warner - Lambert Company, LLC, USA
Parke - Davis & Company, LLC, USA
Pharmacia Corporation, USA
[Collectively holding 63.92% of the aggregate of equity share capital of the Company]

C. Fellow subsidiaries with whom transactions have taken place during the year

Pfizer Products India Private Limited, India
Pfizer Innovative Supply Point International BVBA, Belgium (upto 30 November 2020)
Pfizer Service Company BVBA, Belgium
Pfizer Worldwide Services, Ireland
Pfizer Asia Manufacturing PTE, Singapore
Pfizer Healthcare India Private Limited

D. Key managerial personnel

Mr. S. Sridhar - Managing Director
Mr. Milind Patil - Wholetime Director & Chief Financial Officer
Mr. Vivek Dhariwal - Wholetime Director (upto 14 February 2020)
Mr. Samir Kazi - Executive Director
Mr. R A Shah - Independent Director
Mr. Pradip Shah - Independent Director
Mr. Uday Khanna - Independent Director
Mr. Sunil Lalbhai - Independent Director
Ms. Meena Ganesh - Independent Director
Mr. Prajeet Nair - Company Secretary

E. Relative of Key managerial personnel (Other related parties)

Mr. Akhilesh Iyer (upto 30 June 2020)

F. Entities in which Directors are Key Managerial Personnel/Partner/Director/Member (Other related parties)

Crawford Bayley & Co
Healthvista India Private Limited
Medybiz Pharma Private Limited

II. Transactions during the year and balances outstanding as at the year end with the related parties are as follows:

No.	Nature of transactions	31 March 2021				31 March 2020				
		Ultimate holding company	Companies exercising significant influence	Fellow subsidiaries	*Other related parties	Ultimate holding company	Companies exercising significant influence	Fellow subsidiaries	*Other related parties	
1	Service income	-	-	48.39	-	48.39	-	55.19	-	55.19
2	Recovery of expenses	11.65	-	0.48	-	12.13	0.54	0.03	0.19	0.76
3	Purchase of stock-in-trade	-	-	367.03	-	367.03	-	-	393.41	393.41
4	Purchase of raw / bulk materials	-	-	44.19	-	44.19	-	-	115.05	115.05
5	Dividend in respect of the year ended 31 March 2020/2019	-	965.02	-	-	965.02	-	65.77	-	65.77
6	Liability written back	-	-	-	-	-	-	1.42	8.59	10.01
7	Asset acquired	-	2.12	-	-	2.12	-	-	-	-
8	Liability transfer	-	-	0.16	-	0.16	-	-	-	-
9	Compensation for wind down of consumer business	27.50	-	-	-	27.50	-	-	-	-
10	Service fee	-	-	-	0.87	0.87	-	-	-	0.45
* Entities in which Directors are Key Managerial Personnel/Partner/Director/Member (Other related parties)										
No.	Nature of transactions	31 March 2021				31 March 2020				
		Ultimate holding company	Companies exercising significant influence	Fellow subsidiaries	Total	Ultimate holding company	Companies exercising significant influence	Fellow subsidiaries	Total	
11	Outstanding as at the year end - Due from (Refer note 11 and 14)	39.15	0.10	20.14	59.39	0.54	0.09	20.99	21.62	
12	Outstanding as at the year end - Due to (Refer note 20)	2.09	3.87	135.39	141.35	11.18	6.47	271.20	288.85	

Key managerial personnel

Currency: ₹ in crore

No.	Nature of transactions	Year ended 31 March 2021	Year ended 31 March 2020
1	Remuneration to key management personnel *	11.32	9.22

* Excludes amounts payable to key management personnel towards gratuity and compensated absences.

Details of material transactions during the year:

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
a) Service income		
Pfizer Products India Private Limited	22.84	25.60
Pfizer Worldwide Services	25.55	29.59
b) Recovery of expenses		
Pfizer Products India Private Limited	0.48	0.19
Pfizer Inc., USA	11.64	0.54
c) Purchase of stock in trade		
Pfizer Innovative Supply Point Intl BVBA, Belgium	22.73	66.07
Pfizer Service Company BVBA, Belgium	344.30	327.34
d) Purchase of raw/ bulk materials		
Pfizer Service Company BVBA, Belgium	38.97	111.62
e) Dividend paid		
Pfizer East India B.V.	600.15	40.92
Wyeth LLC, USA	185.38	12.64
f) Remuneration to key management personnel		
S. Sridhar	5.03	4.11
Milind Patil	2.73	2.10
Vivek Dhariwal	-	1.88
Samir Kazi	1.90	0.16

Details of material balances as at the end of the year:

Currency: ₹ in crore

	As on 31 March 2021	As on 31 March 2020
a) Outstanding as at the year end due from		
Pfizer Worldwide Services	1.20	5.70
Pfizer Products India Private Limited, India	18.94	15.29
Pfizer Inc	39.15	-
b) Outstanding as at the year end due to		
Pfizer Innovative Supply Point Intl BVBA, Belgium	8.12	15.81
Pfizer Service Company BVBA, Belgium	23.79	152.55
Pfizer Export Company, Ireland	82.38	82.85

41 SALES TAX/VAT LITIGATIONS - CONTINGENCIES

The Company has outstanding litigations pertaining to Sales Tax/Value Added Tax of various assessment years which the Company has challenged at various forums. These litigations pertain to non-submission of documentary evidence at the time of assessment, litigations involving question of law and certain disallowance made by authorities in assessment orders. Based on the external consultants advise, the Company is of the view that no further provisions are considered necessary over and above the amount already provided in the books of accounts (Refer note 23). Against these bank guarantee of ₹ 12.69 crore has been issued to government authorities.

Currency: ₹ in crore

Forum where dispute is Pending	Period to which the Amount relates	Nature of dues	Total demand	Amount paid under Protest	Contingent Liability
Assessing officer	2011-12 to 2016-17	Pending statutory declaration forms and others	0.51	0.05	-
Additional commissioner	1997-1998, 1998-99, 2002-2003, 2008-2009 to 2017-2018	Pending statutory declaration forms, disallowance of credit notes and others	57.89	7.82	0.61
Assistant Commissioner	1986-1987, 2004-2005, 2010-2011 to 2017-2018	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	4.38	0.55	0.03
Deputy Commissioner	1993-1994 to 1996-1997, 1999-2000 to 2003-2004, 2005-2006 to 2017-2018	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	63.23	12.88	1.46
Hon'ble High court	1995-1996, 2012-2013 to 2013-2014	Levy of tax and interest	1.94	1.14	0.31
Joint Commissioner	1983-1984, 1985-1986 to 1986-1987, 1994-1995, 1995-1996, 1998-1999, 2000-2001 to 2016-2017	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	363.92	98.19	56.23
Revision Board	2006-2007 to 2009-2010	Pending statutory declaration forms, disallowance of credit notes and others	0.37	0.31	-
Hon'ble Supreme court	1992-93	Levy of tax and interest	0.10	-	0.10
Various Tribunals	1991-1992, 1992-1993, 1994-1995 to 1996-1997, 1999-2000 to 2001-2002, 2003-2004 to 2013-2014	Pending statutory declaration forms, disallowance of credit note and input tax credit and others	66.75	18.74	6.74
Commissioner (Appeals)	2005-2006, 2012-2013	Pending statutory declaration forms and others	0.18	0.04	-
			559.27	139.72	65.48

42 CONTINGENT LIABILITIES AND COMMITMENTS (TO THE EXTENT NOT PROVIDED FOR)

Currency: ₹ in crore

	31 March 2021	31 March 2020
(i) Contingent liabilities		
(a) Claims not acknowledged as debts	17.50	15.12
(b) Other guarantees	1.87	2.28
(c) Other contingent liabilities in respect of:		
1. Duty of excise	6.31	6.37
2. Duty of customs	2.77	2.77
3. Income tax	224.03	225.84
4. Pending labour matters contested in various courts	0.94	0.94
(ii) Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for	1.56	1.28

43 SEGMENT REPORTING

The Company has only one segment which is Pharmaceuticals and primarily operates in domestic market. The Managing Director of the Company has been identified as the Chief Operating Decision Maker. The Company's Managing Director, reviews the operating performance of the Company as a whole on a periodic basis. Therefore disclosure relating to segments is not applicable and accordingly not made.

The details of geographical segment for the year ended 31 March 2021 and 31 March 2020 is as under

Currency: ₹ in crore

	Year ended 31 March 2021	Year ended 31 March 2020
Revenue from operations from India	2,204.63	2,111.90
Revenue from operations from outside of India	33.92	39.75
Total Revenue from operations	2,238.55	2,151.65

There are no non-current assets outside of India as at 31 March 2021 (31 March 2020: Nil).

44 CONSUMER HEALTH PRODUCTS- WIND DOWN

Pfizer Inc.(Ultimate holding company) and GSK Plc entered into an agreement in 2018 to merge their consumer healthcare businesses into a single joint venture to form GSK Consumer Healthcare (GSKCH). This consists 2 brands - Anacin and Anne French. Subsequent to GSKCH's deliberations on the Pfizer Consumer Health (PCH) India business, Pfizer Limited has been requested to take appropriate steps to wind down the PCH business in India. Consequently, the Company will be reimbursed actual wind down cost and a compensation based on the fair value of PCH Products as determined by the independent valuers.

The Company completed the wind down activities for its Consumer health business. The compensation of ₹ 27.50 crore derived based on the fair value of PCH Products as determined by the independent valuers, net of intangibles write off ₹ 3.14 crore is included in 'Other Income'. The aforementioned compensation along with the wind down cost of ₹ 11.65 crore that would be reimbursed is carried forward in the Balance Sheet as "Other Current Assets".

45 SUBSEQUENT EVENTS

There are no significant subsequent events that would require adjustments or disclosures except dividend as disclosed below in the financial statements as on the reporting date.

Dividend not recognized at the end of the reporting period ₹ 160.13 crore. Board of Directors have recommended a normal dividend of ₹ 30 per fully paid share for the year ended 31 March 2021. In addition to the above, the Board of Directors have recommended special dividend of ₹ 5 per fully paid share for the year ended 31 March 2021. This proposed dividend is subject to the approval of the shareholders in the annual general meeting.

46 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Pursuant to the Section 135 of the Companies Act, 2013 and rules made thereunder as amended from time to time, any CSR amount remaining unspent, pursuant to any ongoing projects, shall be transferred by the Company within a period of 30 days from the end of the financial year to a separate bank account to be called as the Unspent Corporate Social Responsibility Account, and such amount shall be spent by the Company in pursuance of its CSR obligations within a period of three financial years from the date of such transfer.

Unspent amount on CSR

Currency: ₹ in crore

Opening balance	Amount deposited in specified fund within six months	Amount required to be spent during the year	Amount spent during the year	Closing Balance
			i) Construction/ acquisition of any asset	ii) On purposes other than (i) above
-	-	13.06	-	2.11
-	-	-	-	(7.54)*

* figures in bracket is of 31 March 2020

During the current year, an amount of ₹ 4.63 crore was voluntarily transferred to unspent corporate social responsibility account which was earmarked for financial year ended 31 March 2020, out of which ₹ 2.98 crore was spent during the current year and the balance amount of ₹ 1.65 crore is disclosed under the head "Bank balance other than cash and cash equivalents" to be spent in the subsequent year.

Details of ongoing project:

Opening balance		Amount required to be spent during the year	Amount spent during the year	Closing Balance	
With company	In separate CSR unspent A/c			With company	In separate CSR unspent A/c
-	-	13.06	2.11	10.95	-

The Company has transferred the aforementioned ₹10.95 crore which was earmarked for Financial Year ended March 31, 2021 in April 2021 to a separate unspent corporate social responsibility account as per the provisions of the Companies Act, 2013 and rules made thereunder.

As per our report of even date attached.
For **Walker Chandiook & Co LLP**
Chartered Accountants
Firm Registration No: 001076N/N500013

For and on behalf of the Board of Directors of **Pfizer Limited**
CIN: L24231MH1950PLC008311

R. A. Shah
Chairman
DIN:00009851

S. Sridhar
Managing Director
DIN:05162648

Milind Patil
Chief Financial Officer and
Wholetime Director
DIN:02546815

Ashish Gupta
Partner
Membership No. 504662

Prajeet Nair
Company Secretary
Membership No: A19267

New Delhi
26 May 2021

Mumbai
26 May 2021



**PFIZER LIMITED
REGISTERED OFFICE**

The Capital, 1802 / 1901, Plot No. C-70, G Block, Bandra
Kurla Complex, Bandra (E), Mumbai – 400 051.

Tel: +91 22 6693 2000

Fax: +91 22 2654 0274

Website: www.pfizerindia.com

E-mail ID: contactus.india@pfizer.com

CIN: L24231MH1950PLC008311

The product information provided in this report is intended only for residents of India.
The products discussed herein may have different product labeling in different countries