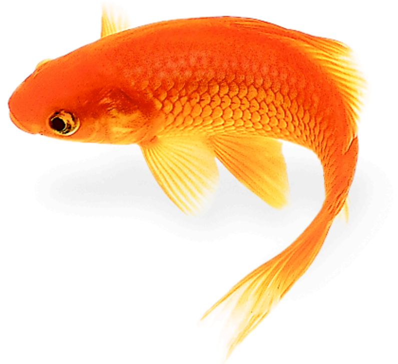
ADDISON/PFIZER

CENTER FOR PLAIN LANGUAGE ANNUAL SYMPOSIUM

OCTOBER 12, 2007

EXECUTIVE COMPENSATION AND ANALYSIS: PLAIN ENGLISH AND INFORMATION DESIGN INITIATIVE



CONTENT

BACKGROUND

Why Pfizer Did It?

- Our new CEO, Jeff Kindler believes in communication and transparency and has implemented major changes at Pfizer during his tenure. Given his initiative, this was a logical project for us to undertake.
- Before the SEC put forth the new expanded disclosure requirement, our Board of Director's believed we should go ahead and incorporate the expanded executive compensation disclosure in the proxy.
- Pfizer believes in transparency and taking this step was appropriate and essential to us in fulfilling our commitment to exercise good governance practices.

BACKGROUND {continued}

Why Pfizer Did It?

- Our shareholders requested this information and we believed that enhancing our executive compensation disclosure was the right thing to do. The Board wants to communicate well with its investors.
- For us, it was easier to implement early and ahead of the requirements.
- However, now that we've done it – we decided it was a good time to look at it again from a readability and user standpoint.
- If the CD&A is not understandable and clear to the average investor – then it's not serving its purpose in adding value to our investors.

PRIMARY OBJECTIVE

ADDISON'S DESIGN BRIEF

"Disclose 'the one number' that sums up the named executives compensation from all sources."

Christopher Cox, MSNBC, September 5, 2007

OTHER OBJECTIVES

ADDISON'S DESIGN BRIEF

Answer the other questions on investors' minds regarding:

1. Why did the company choose to pay what was paid?
2. What is the compensation policy?
3. How does the policy work?
   - What are the targets? Were they met?
   - What are the matrices for these targets?

APPROACH

How We Did It

First, we had to look at it from the reader's perspective and reorganize the contents. We regrouped "like" items so the reader could compare charts, tables, etc.

Second, we put everything into the present tense.

Third, we identified and eliminated redundancies.

And last, made sure we used short, succinct sentences.

APPROACH

We applied our Information Design methodology that moves towards asking the question, “How can we provide information that people want?” and, in effect, worked towards offering the right information for the right reason.

METHODOLOGY

What is Information Design?

The ability to translate complex or unstructured data into valuable and meaningful information. The intention is to achieve particular objectives in relation to the needs of users.

Information design requires an interdisciplinary approach combining skills in design, content and human factors.

It identifies and builds values based on a deep understanding of customer needs and having empathy for them.

Information design can be quantified and qualified.

TESTING

We applied a user-centered approach that requires the end-user to participate in “co-creating” the experience.

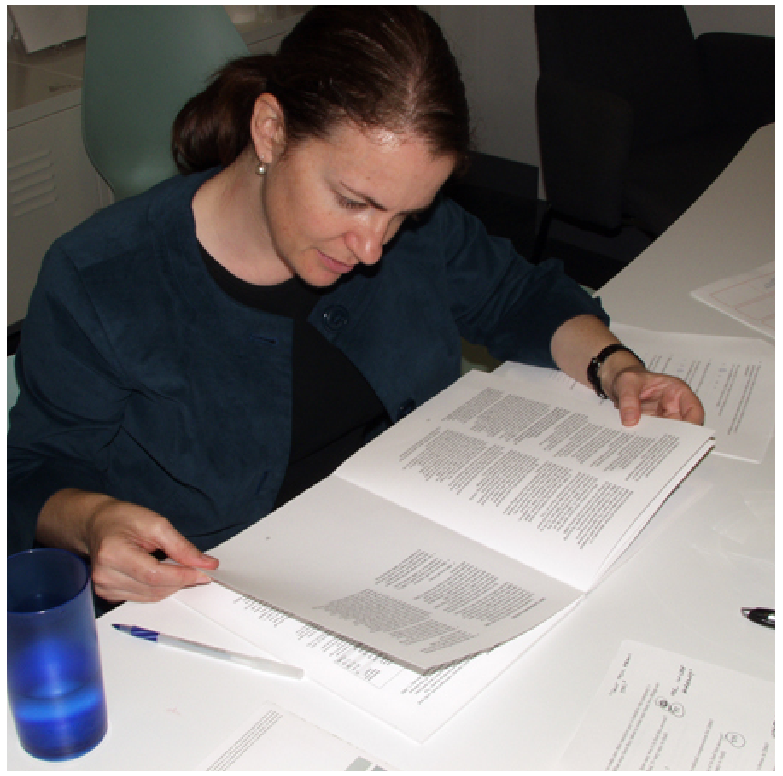
We identified the main audience:
Shareholders and analysts – their needs are different since these are not homogeneous groups.

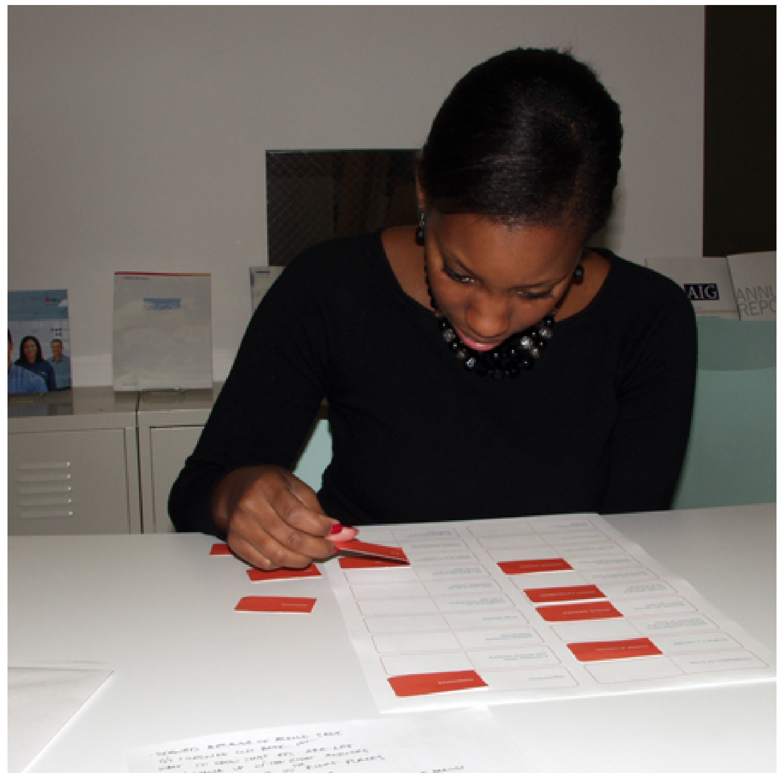
We employed a set of research techniques and processes for understanding the audience and the problems.

This helped us generate the concept.
We tested the concept against our audience value.

PARTICIPANTS

USER TESTING





PARTICIPANTS

User Group

10 participants uncover 80% of the problems on average.

—Faulkner (2003)

Who did we test with?

- 10 people who work at Addison
- Shareholders from 0-5 years up to 20+ years
- Individuals with varying levels of experience with executive compensation reports

PARTICIPANTS

Testing

What kind of testing did we do?

Target Audience Evaluation

Method: Card Sorting – matching financial terms from the report to their definitions

Objective: To see how familiar shareholders are with these terms

Prototype Testing

Method: Questionnaire and Rating Scale – finding answers to given questions and rating this experience on a scale of “very difficult” to “very easy”

Objective: To obtain qualitative data for concept validation and to determine whether issues from the original report are being addressed and resolved in the redesigned report.

WHAT WE LEARNED

Method: Card Sorting – matching financial terms from the report to their definitions

Results:

- No one matched every definition correctly
- The average number of correct matches was 8/10
- The number of correct matches ranged from 6/10 to 9/10
- Commonly mismatched terms (matched incorrectly by 3 or more participants) included:
  - SIFL
  - Perquisites
  - Put
  - Change in Control

What does this tell us?

- Investors have varying levels of knowledge of financial terminology
- There is an opportunity for plain English writing in these reports to increase understanding

WHAT WE LEARNED

Method: Questionnaire and Rating Scale – finding answers to given questions and rating this experience on a scale of “very difficult” to “very easy”

Results:

- On a scale of 1-5, how easy was it to find the answers to your questions? (1=very difficult to find, 5=very easy to find)
- Current Report: Avg. rating was 2.5
- Redesigned Report: Avg. rating was 4.6

What does this tell us?

- The experience of finding answers to the questions was significantly better for users with the redesigned report

WHAT WE LEARNED

Method: Questionnaire and Rating Scale

Current Report: Themes

- A hierarchy of headings, sub-headings, etc. is missing
- There is no up-front at-a-glance view of the things you might want to know
- The table of contents needs to be more detailed
- The realized compensation is not calculated
- Some of the terms need to be defined
- Executive's titles are not given at the outset

"I feel like it was sheer luck that I found the answer."

"But I don't even know who the CFO is."

"I would have to add it up. I don't see a total."

WHAT WE LEARNED

Method: Questionnaire and Rating Scale

Redesigned Report

"This has a much better Table of Contents"

"Basically, I got what I asked for – all the elements (salary, bonus, perqs, etc.). That's it, right up front. If I didn't feel the need to drill down, this spread would tell me all I need to know."

"I see this one has high-level callouts. Nice."

"I love being able to see the realized totals."

What does this tell us?

- Many of the issues in the current report are being addressed in the redesigned version.

CONCEPT MODEL

BEFORE AND AFTER: PLAIN ENGLISH REWRITE

Before:

As stated in its Charter, the Compensation Committee sets the overall compensation philosophy at Pfizer. The objective of the Executive Compensation Program is to ensure that compensation paid to executive officers is closely aligned with the performance of the Company on both a short-term and long term basis, and that such compensation assists the Company in attracting, motivating and retaining key executives critical to its long term success. Compensation is structured to ensure that a significant portion of compensation opportunity will be directly related to Company stock performance and other factors that directly and indirectly influence shareholder value.

Both management and the Compensation Committee recognize the importance of maintaining sound principles for the development and administration of compensation and benefit programs. Our Compensation Committee has taken steps to significantly enhance its ability to effectively carry out its responsibilities, as well as to ensure that the Company maintains strong links between executive pay and performance.

Examples of actions that the Committee has taken in the past few years include. Made significant changes in the executive compensation program, including aligned compensation structures based on median target pay formerly 75th percentile for long term incentives and actual pay for cash compensation. Established a pharmaceutical peer group for primary pay and performance comparisons that more closely aligns with our core business. Established a Fortune 100 comparator group for supplemental pay comparisons to assist in the alignment of target compensation with median competitive general industry data. Strengthened the link between the CEO pay and shareholder value through specific objectives and realignment of salary, target bonus and stock options for example, the stock option award granted to Mr. Kindler on becoming CEO is directly tied to the performance of the Company and is only exercisable if the average price of Pfizer stock exceeds a specified threshold for a designated period of time.

Established annual reviews of detailed compensation tally sheets for the Named Executive Officers. Initiated limitations on executive change in control severance and, prospectively on executive pensions. Established policies regarding recapture of compensation to executives if certain acts occur. Eliminated tax gross up for imputed income relating to use of Company automobiles, effective January 1, 2007. Reached separation agreement with former CEO and fully disclosed all payments to be made upon his departure, which were limited to those amounts we were contractually obligated to pay under his employment agreement, and no employment contract with new CEO maintained employment at will relationship. Increased the number of executive sessions of the Committee held without Company management present. Retained an independent compensation consultant to advise on executive compensation issues.

The Committee intends to continue its strategy of compensating executives through programs that emphasize performance based incentive compensation. Executive compensation is tied directly to the performance of the Company and is structured to ensure that, due to the nature of the business, there is an appropriate balance between short and long term performance of the Company, and also a balance between the Company's performance against its strategic plan, financial performance and shareholder return.

After:

The Compensation Committee sets the overall compensation philosophy at Pfizer. Our goal is to ensure that the compensation we pay our executive officers is closely aligned with Pfizer's long-term and short-term performance and that the compensation will help us attract, motivate, and retain key executives critical to our long-term success. We have structured our compensation so that a significant portion is directly connected to Pfizer's stock performance and to other factors that directly and indirectly affect shareholder value.

To carry out its responsibilities more effectively, as well as to link executive pay with performance, we have taken a number steps. We have

increased the number of executive sessions it held without management being present;

retained an independent compensation consultant to advise it on executive compensation issues;

aligned compensation structures based on median target pay, replacing the 75th percentile for long-term incentives and actual pay for cash compensation.

established a pharmaceutical peer group for primary pay and performance comparisons that more closely tracks Pfizer's core business;

established a Fortune 100 comparator group for supplemental pay comparisons to help align target compensation with median competitive general industry data;

strengthened the link between CEO pay and shareholder value through specific objectives and realignment of salary, target bonus, and stock options;

established annual reviews of detailed compensation tally sheets for the Named Executive Officers;

placed limitations on executive change-in-control severance pay and on executive pensions;

established policies for the recapture of compensation to executives if certain acts occur;

eliminated tax gross up for imputed income relating to use of company automobiles, effective January 1, 2007;

reached a separation agreement with the former CEO and fully disclosed all separation payments, which were limited to what we were contractually obligated to pay; and

made no employment contract with our new CEO, maintaining an employment at will relationship.

We will continue to compensate executives by emphasizing performance-based compensation with a balance between the company's short- and long-term performance, and a balance between the company's performance against its strategic plan, financial performance, and shareholder return.

CONCEPT MODEL

BEFORE AND AFTER: REORGANIZED CONTENT

Executive Compensation

- Compensation Committee Report
- Compensation Discussion and Analysis
  - Principles and Objectives of Executive compensation Program
- Elements of Executive Compensation
  - Salaries
  - Annual Cash Incentive Awards
  - Table of Annual Cash Incentive Awards
  - Long-Term Equity Incentive Awards
    - Stock Options
    - Stock Option Grant Policy
    - Restricted Stock and Restricted Stock Unit Awards
    - Performance Share Awards
    - Performance Share Award Program Relative Performance/Payout Matrix
    - Recently Completed Performance Periods – Previous Performance-Contingent Share Award Program
    - Table of Share Payout for 2002-2006 Performance Period
    - Deferral Opportunities
  - In-Service and Post-Employment Benefits
  - List of Health and Welfare Benefits for Named Executive Officers
  - Perquisites
- Stock Ownership Requirements
  - Table of Stock Ownership
  - Trading in Pfizer Stock Derivatives
- Financial Restatement
- Tax Deductibility of Pay
- Benchmarking
  - Table of Comparative Financial Measures
  - List of General Industry Comparator Group
- CEO Compensation and Evaluation of Executive Performance
  - Evaluation of Mr. Kindler's Performance
- 2007 Compensation Actions
  - Table of 2006 Compensation (including 2007 Compensation Actions)
  - 2007 Executive Long-Term Incentive Grant
  - Table of 2007 Executive Long-Term Incentive Grant
  - 2007 Cash Compensation
  - Table of 2007 Salaries and Target Annual Cash Incentive (Bonus) Amounts

- Our Compensation Program
  - The Goal of Our Program
  - What Goes into Executive Compensation
  - Whom We Measure Ourselves Against
    - Our Pharmaceutical Peer Group
    - Table of Comparative Financial Measures
    - List of General Industry Comparison Group
  - How We Evaluate Executive Performance
    - Evaluation of Mr. Kindler's Performance
    - Compensation for Jeffrey B. Kindler
  - Policy in Event of Financial Restatement
  - Tax Deductibility of Compensation
- Rewarding Short-term Performance
  - Salaries
  - Annual Cash Incentive Awards
    - Table of 2006 Annual Cash Incentive Awards
  - Benefit Plans
    - List of Health and Welfare Benefits for Named Executive Officers
- Rewarding Long-term Performance
  - Our Long-Term Incentive Program
  - Stock Ownership Requirements
    - Table of Stock Ownership Requirements
    - Restrictions on Trading in Pfizer Stock
  - What Goes into Long-Term Performance Awards
    - Stock Options
      - How we Determine Stock Options
      - How We Price Stock Options
    - Restricted Stock Unit Awards
    - Performance Share Program
      - How We Determine Performance Share Awards
      - Performance Share Award Program Relative Performance/Payout Matrix Table
    - Performance-Contingent Share Program
      - How We Determine Performance-Contingent Share Awards
      - Table of Performance Share Payout for 2002-2006 Performance Period
  - Deferring Compensation
    - Deferring Performance Share Awards
    - Deferring Performance-Contingent Share Awards
    - Deferring Restricted Stock Units
    - Deferring Cash Incentive Awards
    - Deferring Amounts in the Supplemental Savings Plan

CONCEPT MODEL

BEFORE AND AFTER: REORGANIZED CONTENT

- Severance Arrangements and Departure of Former Executive Officers
    - Departure of Former Chief Executive Officer
    - Table of Dr. McKinnell's Outstanding Prorated Performance Shares (2006)
    - Departure of Ms. Katen
    - Table of Ms. Katen's Outstanding Prorated Performance Shares (2006)
- Executive Compensation Tables
    - 2006 Summary Compensation Table
- Perquisites
    - Table of 2006 Incremental Cost of Perquisites Provided to Named Executive Officers
    - Company Aircraft
    - Tax Reporting – Personal Use of Aircraft
    - Car and Driver
    - Other Perquisites
    - Pfizer Savings Plans
    - Deferral of Performance Shares and Other Awards
- 2006 Grants of Plan Based Awards
    - Table of 2006 Grants of Plan Based Awards
- Table of Outstanding Equity Awards at Fiscal Year-End 2006
- Table of 2006 Option Exercises and Stock Vested Table
- Table of 2006 Non-Qualified Deferred Compensation Table
- Post Employment Benefits
    - Board Policy on Pension Benefits for Executives
    - Table of 2006 Pension Benefits
    - Pfizer Retirement Annuity Plan
    - Table of Pension Plan Assumptions
    - Early Retirement Provisions
    - Potential Payments Upon Termination or Change-in-Control
    - Payments Made Upon Disability
    - Payments Made Upon Death
    - Estimated Payments Upon Severance or Change-in-Control
    - Estimated Termination Payments
    - Estimated Benefits Upon Termination Following a Change in Control
    - Table of Estimated Benefits Upon Termination Following a Change in Control
    - Estimated Separation Payments Upon Termination Due to Restructuring
    - Table of Estimated Separation Payments Upon Termination Due to Restructuring
- Equity Compensation Plan Information
    - Table of Equity Compensation Plan

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- Employment & Post-employment Benefits
    - Perquisites
        - Table of 2006 Incremental Cost of Perquisites Provided to Named Executive Officers
        - Company Aircraft
        - Tax Reporting – Personal Use of Aircraft
        - Car and Driver
        - Other Perquisites
    - Pfizer Savings Plans
        - Savings Plan
        - Supplemental Savings Plan
    - Disability and Death Benefits
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        - Pfizer Retirement Annuity Plan
            - Table of Pension Plan Assumptions
        - Early Retirement Provisions
        - Post-Retirement Benefits for Legacy Employees
    - Change-in-Control Payments
        - Table of Estimated Benefits Following a Change in Control
        - Estimated Separation Payments Restructuring
        - Table of Estimated Separation Payments Restructuring
- 2006 Executive Compensation Tables
    - Equity Compensation Plan Information
        - Table of Equity Compensation Plan
    - 2006 Summary Compensation Table
    - 2006 Grants of Plan Based Awards
        - Table of 2006 Grants of Plan Based Awards
        - Table of Outstanding Equity Awards at Fiscal Year-End 2006
        - Table of 2006 Option Exercises and Stock Vested Table
        - Table of 2006 Non-qualified Deferred Compensation
- 2007 Executive Compensation Tables
    - 2007 Compensation Actions
        - Table of 2006 Compensation (including 2007 Compensation Actions)
    - 2007 Executive Long-Term Incentive Grant
        - Table of 2007 Executive Long-Term Incentive Grant
    - 2007 Cash Compensation
        - Table of 2007 Salaries and Target Annual Cash Incentive (Bonus) Amounts
    - Severance Arrangements and Departure of Former Executive Officers
    - Departure of Former Chief Executive Officer
        - Table of Dr. McKinnell's Outstanding Prorated Performance Shares (2006)

CONCEPT MODEL

CURRENT MODEL

BEFORE: NOT WELL ORGANIZED

Executive Compensation

COMPENSATION COMMITTEE REPORT

The Compensation Committee has reviewed and discussed with management the following Compensation Discussion and Analysis section of the Company's 2007 Proxy Statement. Based on its review and discussions with management, the Compensation Committee recommended to the Board of Directors that the Compensation Discussion and Analysis be included in the Company's Proxy Statement for 2007.

The Compensation Committee:

Mr. Burt
Mr. Ikenberry
Mr. Lorch
Dr. Mead (Chair)

COMPENSATION DISCUSSION & ANALYSIS

Principles and Objectives of Executive Compensation Program

As stated in its Charter, the Compensation Committee sets the overall compensation philosophy at Pfizer. The objective of the Executive Compensation Program is to ensure that compensation paid to executive officers is closely aligned with the performance of the Company on both a short-term and long-term basis, and that such compensation assists the Company in attracting, motivating and retaining key executives critical to its long-term success. Compensation is structured to ensure that a significant portion of compensation opportunity will be directly related to Company stock performance and other factors that directly and indirectly influence shareholder value.

Both management and the Compensation Committee recognize the importance of maintaining sound principles for the development and administration of compensation and benefit programs. Our Compensation Committee has taken steps to significantly enhance its ability to effectively carry out its responsibilities, as well as to ensure that the Company maintains strong links between executive pay and performance.

Examples of actions that the Committee has taken in the past few years include:

- Made significant changes in the executive compensation program, including:
  — Aligned compensation structures based on median target pay (formerly 75th percentile for long-term incentives and actual pay for cash compensation);
  — Established a pharmaceutical peer group for primary pay and performance comparisons that more closely aligns with our core business;
  — Established a Fortune-100 comparator group for supplemental pay comparisons to assist in the alignment of target compensation with median competitive general industry data;
  — Strengthened the link between the CEO pay and shareholder value through specific objectives and realignment of salary, target bonus and stock options (for example, the stock option award granted to Mr. Kindler on becoming CEO is directly tied to the performance of the Company and is only exercisable if the average price of Pfizer stock exceeds a specified threshold for a designated period of time);
  — Established annual reviews of detailed compensation tally sheets for the Named Executive Officers;
  — Initiated limitations on executive change-in-control severance and, prospectively on executive pensions;
  — Established policies regarding recapture of compensation to executives if certain acts occur;
  — Eliminated tax gross-up for imputed income relating to use of Company automobiles, effective January 1, 2007;

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  — Reached separation agreement with former CEO and fully disclosed all payments to be made upon his departure, which were limited to those amounts we were contractually obligated to pay under his employment agreement; and
  — No employment contract with new CEO (maintained employment-at-will relationship).
- Increased the number of executive sessions of the Committee held without Company management present;
- Retained an independent compensation consultant to advise on executive compensation issues.

The Committee intends to continue its strategy of compensating executives through programs that emphasize performance-based incentive compensation. Executive compensation is tied directly to the performance of the Company and is structured to ensure that, due to the nature of the business, there is an appropriate balance between short and long-term performance of the Company, and also a balance between the Company's performance against its strategic plan, financial performance and shareholder return.

For 2006, the actual total compensation of the continuing Named Executive Officers generally fell slightly below the median of total compensation paid to executives holding equivalent positions in the pharmaceutical peer group companies. The Committee believes that these compensation levels are reasonable in view of the fact that the new management team has been in place since August 2006 and needs adequate time to demonstrate performance.

Compensation tally sheets for each of the Named Executive Officers were reviewed by the Committee in 2006. These tally sheets affixed dollar amounts to all components of the Named Executive Officers' 2006 compensation, including current pay (salary and bonus), deferred compensation, outstanding equity awards, benefits, perquisites and potential change-in-control severance payments. The Committee will continue to review tally sheets at least on an annual basis.

Elements of Executive Compensation

The compensation program for executive officers consists of the following elements:

- Salaries
- Annual cash incentive (bonus) awards
- Long-term equity incentive awards, including:
  — Stock Options
  — Performance Shares
  — Restricted Stock Units
- In-Service and Post-Employment Benefits
- Perquisites

The Committee has chosen these elements of compensation to create a flexible package that reflects the long-term nature of the pharmaceutical business and can reward both short and long-term performance of the Company and individual.

Salaries

Salaries are used to provide a fixed amount of compensation for the executive's regular work. The salaries of the Named Executive Officers are reviewed on an annual basis, as well as at the time of a promotion or other change in responsibilities. Increases in salary are based on an evaluation of the individual's performance and level of pay compared to pharmaceutical and general industry comparator group pay levels for similar positions. Salaries, in conjunction with target bonuses, are targeted to the median competitive data for cash compensation.

The effective date of merit increases typically is April 1st of each year. Increases in salaries are based on both individual performance and the Company's merit increase budget for the year. Salary increases can also occur upon promotion. Any salary increase for an elected corporate officer must be approved by our Compensation Committee.

Annual Cash Incentive Awards

Executive Officers may be awarded annual cash bonuses under the Pfizer Inc. Executive Annual Incentive Plan ("Annual Cash Incentive Plan"), approved by the shareholders in 1997. Under the Annual Cash Incentive Plan,

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Type hierarchies communicate in one "volume"

The eye is not led to key information

No navigation aids throughout the document

CURRENT MODEL

BEFORE: DIFFICULT TO READ

executives may earn bonuses based on Company and individual performance criteria, subject to the established maximum of 0.3% of the Company's Adjusted Net Income, as defined in the Plan.

Annual cash incentive awards are designed to reward short-term performance and achievement of designated strategic results. The target bonus is established through an analysis of compensation for comparable positions in pharmaceutical and general industry peer group companies and is intended to provide a competitive level of compensation when the executives achieve their performance objectives. Combined salaries and target bonus levels are intended to approximate the competitive median. Bonus levels are determined as a percentage of each executive's base salary. Performance objectives are approved by the Compensation Committee.

The 2006 target and actual cash incentive awards paid to each of the Named Executive Officers are shown in the table below. The actual cash incentive awards are also shown in the "Bonus" column of the Summary Compensation Table in the Executive Compensation Tables section which follows this Compensation Discussion and Anaylsis.

2006 Annual Cash Incentive Awards

Name	Target[(1)] Payout as a % of Salary	Payout Range as a % of Salary	Target Bonus Award ($)	Maximum Award ($)	Actual Cash Award ($)	Actual Award as a % of Salary
Mr. Kindler	150%	0-300%	$2,025,000	$4,050,000	$3,300,000	220%
Mr. Shedlarz	77%	0-154%	773,500	1,547,000	1,263,400	125%
Dr. LaMattina	62%	0-124%	538,700	1,077,400	718,300	82%
Mr. Read	59%	0-118%	476,600	953,200	667,200	82%
Mr. Levin	60%	0-120%	470,700	941,400	580,600	74%
Ms. Katen	85%	0-170%	1,037,300	2,074,600	1,383,000	113%

(1) Target bonuses at Pfizer typically are based on actual salary earned during the year and are set as a percentage of the year's salary. If an employee is promoted during the year, the target bonus percent may be increased. The actual bonus paid for the year would typically be calculated based on the portion of time that each target bonus percent applied. Mr. Kindler's bonus percent was adjusted to 150% of his year-end salary as a result of his promotion to CEO during the year.

The actual cash incentive award is determined according to each Named Executive Officer's level of achievement against his or her individual financial and strategic performance objectives, and as a result, may be less than or greater than the target bonus amount. Prorated changes in the annual target bonus levels can occur during the year if there are changes in the officer's salary grade level that warrant a target change (for example, a significant change in level of responsibility).

In 2006, the performance objectives for the Named Executive Officers generally included the following, depending on each Officer's role in the Company:

- Financial objectives—revenues, adjusted earnings per share, cash flow from operations, productivity cost savings initiatives and certain divisional financial measures with a focus on increasing shareholder value.
- Strategic objectives—deliver more new medicines more quickly to patients; progress the Company's Adapting to Scale initiative; promote new directions in health and wellness; shape a positive environment for better healthcare; develop people, talent and organization; and other operating responsibilities, as appropriate.

In addition, as a result of the appointment of a new CEO at the end of July, the new leadership team developed additional objectives which focused heavily on initiatives and strategies designed to reorganize the Company, set a new direction for Pfizer and produce long-term shareholder value. The specific objectives for each continuing Named Executive Officer are weighted according to the extent to which the Officer will be responsible for delivering the results on the individual objectives.

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For 2006, the financial objectives reflected a significant level of difficulty for the executives given the dynamic business environment and the challenges posed by the loss of exclusivity for certain key products. The strategic objectives required each executive to produce significant results and achieve challenging targets in order to qualify for target level incentive payments. Financial objectives were weighted at 25% for Mr. Kindler and in the range of 20% to 50% for the other continuing Named Executive Officers, and were determined with reference to total revenue of $48.4 billion, adjusted diluted earnings per share of $2.06, expense savings of $2.6 billion, as well as an operating cash flow metric. The Committee also evaluated the new leadership team's ability to deliver on the challenge of designing strategies and actions needed to reorganize and drive the Company forward.

While these metrics were used as a guideline in determining the portion of the annual cash incentives attributable to financial measures, we only use strict formulaic achievement of financial metrics in the determination of performance share award payments. The Compensation Committee incorporates flexibility into our bonus program to better align with the evolving nature of our business. The Compensation Committee may adjust the portion of the bonus related to financial objectives upward or downward to better align with the overall total shareholder return.

A payment of $2,158,300 in lieu of a bonus for 2006 was made to Dr. McKinnell pursuant to his Employment Agreement, which is described in detail in the section headed "Departure of Former Chief Executive Officer".

Long-Term Equity Incentive Awards

Equity-based compensation and ownership ensures that the Company's executive officers have a continuing stake in the long term success of the Company. Each year in February, the Company grants long-term equity awards to certain executives, based on an evaluation of their performance in the prior year. The awards granted in February 2007 are discussed in more detail in the section headed "2007 Compensation Actions".

Mr. Kindler, the other Named Executive Officers and approximately 100 additional executives participate in the Company's long-term incentive program.

Under its long-term incentive program, Pfizer currently grants stock options, restricted stock units and performance-based share awards to eligible employees under the Pfizer Inc. 2004 Stock Plan ("2004 Stock Plan"). The 2004 Stock Plan also permits the Company to grant equity-based awards to our non-employee Directors.

The 2004 Stock Plan replaced the 2001 Performance-Contingent Share Award Plan, under which participating employees were awarded performance based shares, and the 2001 Stock and Incentive Plan, under which participating employees were granted stock options, stock awards (including restricted stock and restricted stock unit awards) and performance-based stock awards.

For 2006, long-term incentive awards generally consisted of stock options, performance share awards and restricted stock units. The value of any award is divided so that half of the target value is delivered in stock options, one quarter in performance share awards and one quarter in restricted stock units. The target long-term incentive awards are set at the median of the Company's peer group data, according to the employee's level of responsibility in the Company.

All awards under our stock plans are subject to non-competition and gain recapture provisions.

- ***Stock Options***

Stock options provide a material incentive to employees by providing an opportunity for a larger stock ownership stake in the Company. The ten-year term of the options seeks to reflect the long-term nature of the discovery and development of new medicines.

Stock options are awarded under the 2004 Stock Plan to the Named Executive Officers and certain other executives of the Company in February of each year. Prior to September 2006, stock options were issued with an exercise price equal to the average of the highest and lowest price on the date of the grant. The exercise price for option grants issued after September 2006 is based on the closing price of Pfizer common stock on the date of the grant. Stock options will have actual delivered compensation value only if the market price of the common stock increases after the grant date.

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Important information and data are buried in dense text

Long, unbroken paragraphs are difficult to read and result in pages that are not visually appealing

CONCEPT MODEL

AFTER: CLEAR HIERARCHY

EXECUTIVE COMPENSATION

COMPENSATION COMMITTEE REPORT

The Compensation Committee has reviewed and discussed with management the following Compensation Discussion and Analysis section of the Company's 2007 Proxy Statement. Based on its review and discussions, we recommend to the Board of Directors that the Compensation Discussion and Analysis be included in the Pfizer's Proxy Statement for 2007.

Mr. Burt
Mr. Ikenberry
Mr. Lorch
Dr. Mead, Chair

OUR COMPENSATION PROGRAM

THE GOAL OF OUR PROGRAM

The Compensation Committee sets the overall compensation philosophy at Pfizer. Our goal is to ensure that the compensation we pay our executive officers is closely aligned with Pfizer's long-term and short-term performance and that the compensation will help us attract, motivate, and retain key executives critical to our long-term success. We have structured our compensation so that a significant portion is directly connected to Pfizer's stock performance and to other factors that directly and indirectly affect shareholder value.

To carry out its responsibilities more effectively, as well as to link executive pay with performance, we have taken a number of steps. We have:

Increased **the number of executive sessions** held without management being present;

Retained **an independent compensation consultant** to advise it on executive compensation issues;

Aligned **compensation structures based on median target pay**, replacing the 75th percentile for long-term incentives and actual pay for cash compensation.

Established **a pharmaceutical peer group** for primary pay and performance comparisons that more closely tracks Pfizer's core business;

Established **a Fortune 100 comparator group** for supplemental pay comparisons to help align target compensation with median competitive general industry data;

Strengthened **the link between CEO pay and shareholder value** through specific objectives and realignment of salary, target bonus, and stock options;

+

Established **annual reviews of detailed compensation** tally sheets for the Named Executive Officers;

Placed **limitations on executive change-in-control severance pay** and on executive pensions;

Established **policies** for the recapture of compensation to executives if certain acts occur;

Eliminated **tax gross up for imputed income** relating to use of company automobiles, effective January 1, 2007;

Reached **a separation agreement with the former CEO** and fully disclosed all separation payments, which were limited to what we were contractually obligated to pay; and

Made **no employment contract with our new CEO**, maintaining an employment at will relationship

We will continue to compensate executives by emphasizing performance-based compensation with a balance between the company's short- and long-term performance, and a balance between the company's performance against its strategic plan, financial performance, and shareholder return.

For 2006, the actual total compensation of the continuing Named Executive Officers generally fell slightly below the median of total compensation paid to executives holding equivalent positions in the pharmaceutical peer group companies. We believe that these compensation levels are reasonable because the new management team has been in place since August 2006 and needs sufficient time to show how well it can perform.

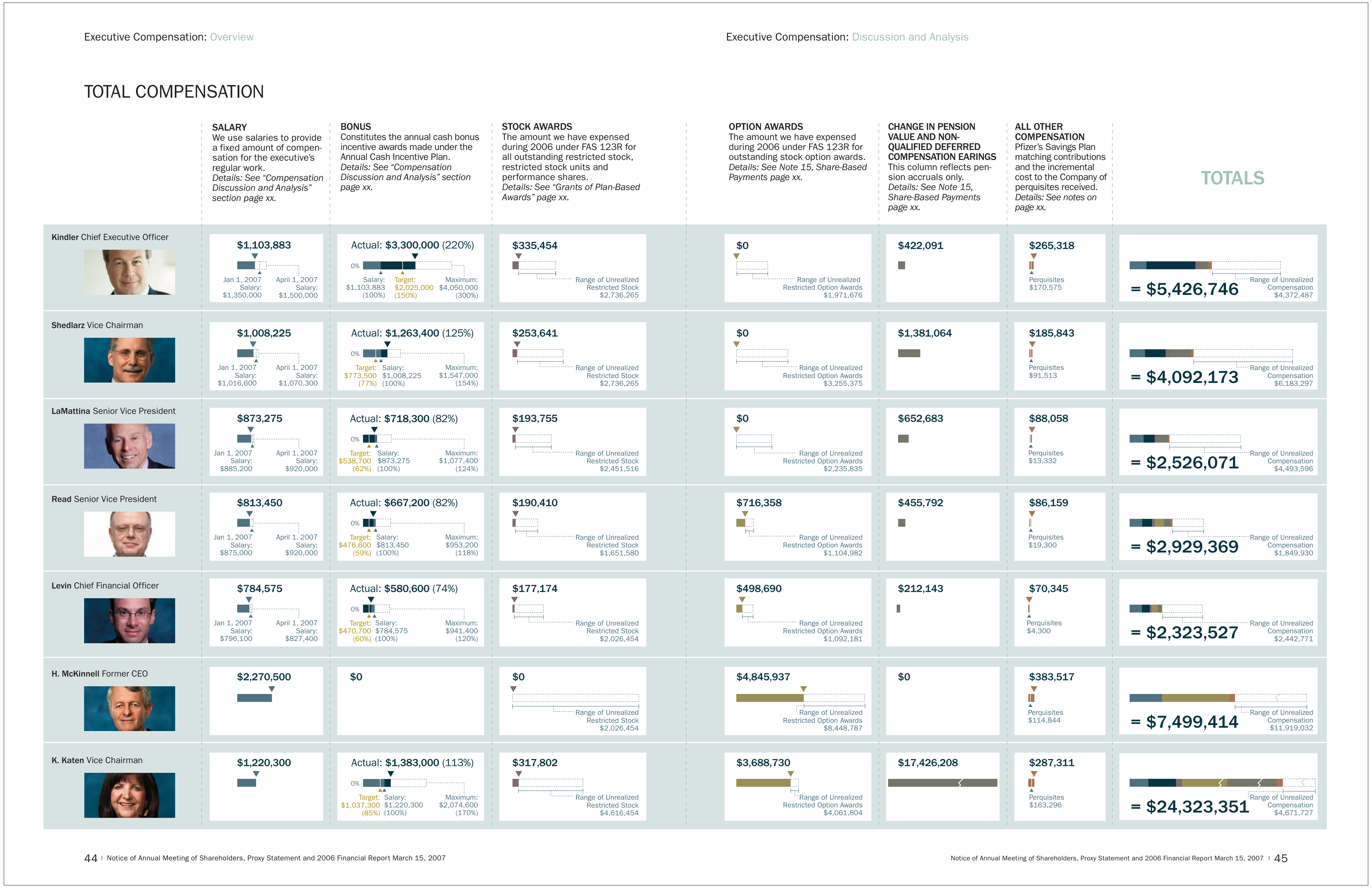
We reviewed the compensation tally sheets for each of the Named Executive Officers in 2006. These tally sheets specified dollar amounts to all components of the Named Executive Officers' 2006 compensation, including current pay (salary and bonus), deferred compensation, outstanding equity awards, benefits, perquisites, and potential change-in-control severance payments. We will continue to review tally sheets at least annually.

A clear hierarchy: headlines, sub-heads and body text

Graphic elements are used to break up long, complicated text. This makes the information easy to read and understand.

CONCEPT MODEL

AFTER: TOTAL COMPENSATION



Complex data from different tables is presented visually

The chart is tailored to Pfizer's compensation program, making it useful and meaningful

Data for each column is explained and cross-referenced

CONCEPT MODEL

AFTER: APPEALING LAYOUT

WHAT GOES INTO EXECUTIVE COMPENSATION

Our compensation program for executive officers consists of:

Short-Term
- Salaries
- Annual Cash Incentive Awards
- Benefit Plans

+

Long-Term
- Stock Ownership Requirements
- Stock Options
- Restricted Stock and Restricted Stock Unit Awards

+

Employment and Post-Employment Benefits
- Perquisites
- Savings Plans
- Disability and Death Benefits
- Post-Employment Benefits
- Change-in-Control Payments

With these elements we can create a flexible package basing compensation on both the short- and long-term performance of the company and individual.

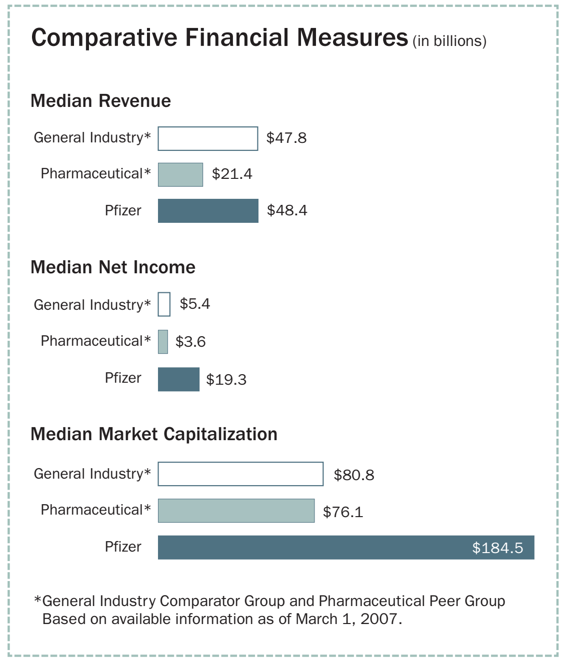
WHOM WE MEASURE OURSELVES AGAINST

We set midpoint salaries, target bonus levels, and the target for annual long-term incentive awards at the median of both a peer group of pharmaceutical companies and a general industry comparison group of Fortune 100 companies. Where appropriate, we adjust the target to reflect Pfizer's scale and scope. For salaries and cash bonuses, these adjustments are generally based on differences in revenues and market capitalization.

Our Pharmaceutical Peer Group

For the performance periods beginning in 2002, 2003, and 2004, the pharmaceutical peer group consisted of Abbott Laboratories, Baxter International Inc., Bristol-Myers Squibb Company, Colgate Palmolive Company, Eli Lilly and Company, Johnson & Johnson, Merck and Co., Inc., Schering Plough Corporation, and Wyeth.

In determining our competitive positioning of compensation, we also use a general industry comparison group of about one-half of the Fortune 100 companies that best align with our sales volume, cash flow, and market capitalization, as well as with the nature of our business and workforce. The general industry peer group can change from time to time based on our criteria.



General Industry Comparison Group

Alcoa	ChevronTexaco	Fannie Mae	IBM	TimeWarner
Allstate	Citigroup	FedEx	J.P. Morgan Chase	United Parcel Service
Altria Group	Coca-Cola	Ford Motor	Lockheed Martin	United Technologies
American Express	Comcast	General Electric	Merrill Lynch	UnitedHealth Group
AIG	ConocoPhillips	General Motors	MetLife	Verizon
Bank of America	Dell	Hewlett-Packard	Microsoft	Viacom
Boeing	Dow Chemical	Honeywell	Motorola	Wachovia
Cardinal Health	DuPont	Intel	PepsiCo	Walt Disney
Caterpillar	ExxonMobil	International Paper	Procter & Gamble	Wells Fargo

Table X

HOW WE EVALUATE EXECUTIVE PERFORMANCE

In consultation with the Board, the Compensation Committee is responsible for evaluating CEO performance. Working with the CEO, we evaluate the performance of the other Named Executive Officers and elected officers. We do not rely solely on predetermined formulas or a limited set of criteria when we evaluate the performance of these officers. We focus on their individual objectives, which are typically agreed upon near the beginning of the performance period. In 2006, we considered management's continuing achievement of set short- and long-term goals. We also focused on Mr. Kindler's objectives and strategies designed to build shareholder value which were to

- achieve the financial goals of increasing shareholder value and maximizing revenue, along with attaining specified earnings per share, operating cash flow, and cost savings goals
- reorganize and rebuild the corporate leadership group and strengthen senior leadership teams
- improve relationships with internal and external constituencies and effectively communicate strategy and financial results to increase shareholder value
- set new direction for Pfizer including internal reorganization and enhancing the focus on patients, doctors, customers, and business partners.

We based our compensation decisions for Mr. Kindler on our assessment of the company's overall performance, as well as on our assessment of his performance.

Evaluation of Mr. Kindler's Performance

In the face of many challenges in 2006, Pfizer substantially achieved a number of financial targets that were set early in the year. The company took decisive action and delivered solid performance despite challenges, including the significant revenue loss from the expiration of patents for several key products. In 2006, the company had total revenues of $48.37 billion and adjusted earnings of $14.98 billion, compared with revenues of $XX.XX billion and adjusted earnings of $XX.XX in 2005. Overall, the company achieved revenue growth of 2% for the year and delivered an adjusted diluted earnings per share of $2.06, exceeding Wall Street expectations.

During the fourth quarter, the company strengthened its commitment to enhancing total return to shareholders by completing the divestiture of the Consumer Healthcare business for approximately $16.6 billion. In December 2006, the Board of Directors approved a 21% increase in the first quarter 2007 dividend to 29 cents per share. This significant increase builds on a 26% dividend increase in 2006. The company also continued its substantial share purchase program by buying $7 billion of its common stock during 2006.

We do not rely solely on predetermined formulas or a limited set of criteria when we evaluate the performance of these officers. We focus on their individual objectives which typically reflect short-term and certain strategic goals.

Pfizer's common stock price went from $23.32 on December 31, 2005 to $25.90 on December 31, 2006. Including dividends, the total shareholder return for 2006 was 15.2% as compared to the average pharmaceutical peer group total shareholder return of 11%.

In 2006, restructuring resulted in savings of approximately $2.6 billion, $600 million ahead of the 2006 plan. In addition, under Mr. Kindler's leadership, significant changes were made to streamline decision making processes by removing multiple layers of management and eliminating a number of committees.

Mr. Kindler established a new Executive Leadership Team and overall management structure. Important strides were made in improving relationships with both internal and external constituencies, including shareholders, customers, colleagues, and government officials through increased transparency, clarity, responsiveness, and speed of strategy development and execution.

Simple visuals replace long paragraphs of dense text

Graphical information is organized in a way that helps the reader understand Pfizer's disclosure

CONCEPT MODEL

AFTER: STRUCTURED INFORMATION

The Committee and the Board believe that Mr. Kindler has taken decisive action to set a new direction for Pfizer through both internal reorganizations and external strategic focus.

Based on its overall assessment, the Committee decided to set Mr. Kindler's base salary at $1.5 million for 2007, and award an annual incentive of $3.3 million for 2006 performance, which also reflects his promotion to CEO. The Committee awarded Mr. Kindler options to purchase up to 760,000 shares of common stock, and a range of 0 to 310,400 performance shares for the three-year performance period 1/1/2007 through 12/31/2009, to be earned entirely based on Pfizer's total shareholder return in relation to its pharmaceutical peer group.

These awards were approved by the Committee and ratified by the Board.

Compensation for Jeffrey B. Kindler

Mr. Kindler became Chief Executive Officer effective July 31, 2006. As a result of his promotion, we approved new compensation arrangements for Mr. Kindler including an increase to base salary from $947,500 to $1,350,000 and an increase to his target annual bonus under the company's Annual Cash Incentive Plan from 65% to 150% of his new base salary.

The Committee and the Board believe that Mr. Kindler has taken decisive action to set a new direction for Pfizer through both internal reorganizations and external strategic focus.

We also approved an option to purchase 500,000 shares of Pfizer common stock under Pfizer's 2004 Stock Plan at an exercise price of $26.29 per share, the fair market value of Pfizer common stock on July 31, 2006. The exercise price was set at the average of the highest and lowest trading price on the date of grant. The option will become exercisable on the fifth anniversary of the date of grant only if the average closing price of Pfizer common stock for 20 consecutive trading days exceeds 150% of the exercise price.

In addition, we decided that any amount earned under any currently outstanding Performance Contingent Share Awards and Performance Share Awards held by Mr. Kindler would be settled through an award of restricted stock units, if the company's actual total shareholder return achieved is less than the median total shareholder return of the company's pharmaceutical peer group. This decision will more closely align pay with performance.

Such restricted stock units will vest and become payable in shares of Pfizer common stock if and when the company's three-year total shareholder return based on the rolling average over a three-year period exceeds the median for the pharmaceutical peer group. Upon Mr. Kindler's retirement or other termination other than for death or disability of employment, any of these restricted stock units that remain unvested will be forfeited. If Mr. Kindler dies or becomes disabled while in active service, these shares will vest.

POLICY IN EVENT OF FINANCIAL RESTATEMENT

It is the policy of the Board of Directors that the Compensation Committee will, to the extent permitted by law, have the sole and absolute authority to make retroactive adjustments to any cash or equity based incentive compensation paid to company officers and other officers where the payment was predicated upon the achievement of specified financial results that were later the subject of a restatement.

Where applicable, the company will seek to recover any amount determined to have been inappropriately received by the individual executive.

TAX DEDUCTIBILITY OF COMPENSATION

Section 162 of the Internal Revenue Code of 1986 (as amended) places a limit of $1,000,000 on the amount of compensation that Pfizer may deduct in any one year for each of its five most highly paid executive officers.

There is an exception to this limitation for performance-based compensation that meets certain requirements. Pfizer's annual cash incentive compensation, stock option awards, performance share awards, and performance contingent share awards generally are performance-based compensation meeting those requirements and are fully deductible.

To maintain flexibility in compensating executive officers in ways that promote building shareholder value, we have not adopted a policy requiring all compensation to be deductible. The salaries of current executive officers Mr. Kindler and Mr. Shedlarz, and former executive officers Dr. McKinnell and Ms. Katen, who both left the company in 2006, are above the $1,000,000 threshold. Thus, a portion of their salaries and the Internal Revenue Service value of their perquisites are not deductible by the company.

Restricted stock and restricted stock units are not considered "performance-based compensation" under Section 162 are generally not deductible. However, any restricted stock unit which is subject to IRS Section 162 upon payment will be deferred either as shares or into a fund earning 120% of the Federal Long-Term rate. All other annual incentives and long- term incentive amounts will be deductible when they are paid to the executive officers.

The company makes corporate aircraft available to its executives to ensure their security and to make more efficient use of executive time. Not all use of corporate aircraft is deductible. In 2006, the aircraft disallowance for the Named Executive Officers resulted in an out-of-pocket cost to the company of $1,050,000.

Executive Compensation: Discussion and Analysis

REWARDING SHORT-TERM PERFORMANCE

SALARIES

We base salary increases on an evaluation of the individual's performance and level of pay compared to pharmaceutical and general industry comparator group pay levels for similar positions.

Salaries provide a fixed amount of compensation for the executive's regular work. We review the salaries of the Named Executive Officers annually, as well as at the time of a promotion or other change in responsibilities. We align salaries and target bonuses with the median competitive data for cash compensation.

The Compensation Committee also approves any salary increase for any and all elected corporate officer.

ANNUAL CASH INCENTIVE AWARDS

In 1997 shareholders approved the Pfizer Inc. Executive Annual Incentive Plan Annual Cash Incentive Plan under which Executive Officers may be awarded annual cash bonuses. Executives may earn bonuses based on company and individual performance criteria, with the total amount limited to a maximum of 0.3% of the company's adjusted net income.

The 2006 target and actual cash incentive awards paid to each of the Named Executive Officers are shown in this table. The actual cash incentive awards are also shown in the Bonus column of the Summary Compensation Table in the Executive Compensation Tables. The target awards, along with the actual salaries of the Named Executive Officers, approximate the target total cash for similar positions at our peer companies.

Annual cash incentive awards – bonuses – are designed to reward short-term performance and achieving designated goals. Bonus levels are expressed a percentage of a recipient's base salary. We approve the performance objectives and then establish the target bonus by analyzing the compensation for comparable positions in pharmaceutical and general industry peer-group companies. We design the combined salaries and target bonus levels to approximate the competitive median.

Because we determine the actual cash incentive award according to each Named Executive Officer's level of achievement against his or her individual financial and strategic performance objectives, the award may be either greater or less than the target bonus amount. If there are changes in an officer's salary grade level that based on similar positions at our peer companies warrant a target change, we make prorated changes in the annual target bonus levels.

In 2006, the performance objectives for the Named Executive Officers generally included the following, depending on the officer's role in the company.

Financial Objectives:

- revenues
- adjusted earnings per share
- cash flow from operations
- productivity cost savings initiatives, and
- certain divisional financial measures with a focus on increasing shareholder value

Strategic Objectives:

- deliver more new medicines more quickly to patients
- execute the company's Adapting to Scale initiative
- promote new directions in health and wellness
- shape a positive environment for better healthcare
- develop people, talent, and organization, and
- other operating responsibilities, as appropriate

In addition, as a result of the appointment of a new CEO at the end of July, the new leadership team developed additional overall objectives which focused heavily on initiatives and strategies designed to reorganize the company, set a new direction for Pfizer, and produce long-term shareholder value. The specific performance objectives for each continuing Named Executive Officer are weighted according to the extent to which the officer will be responsible for delivering results in achieving these overall objectives.

For 2006, the financial objectives reflected a significant level of difficulty for the executives given the dynamic business environment and the challenges posed by the loss of exclusivity for certain key products. The strategic objectives required each executive to produce significant results and achieve challenging targets in order to qualify for incentive payments. Financial objectives were weighted at 25% for Mr. Kindler and in the range of 20% to 50% for the other continuing Named Executive Officers. We determined these objectives assuming total revenue of $48.4 billion, adjusted diluted earnings per share of $2.06, expense savings of $2.6 billion, and through the use of an operating cash flow metric. We also evaluated the new leadership team's ability to deliver on the challenge of designing strategies and actions needed to reorganize the company forward and drive it forward.

While we used these metrics as a guideline to determine the portion of the annual cash incentives attributable to financial measures, we only use strict formulaic achievement of financial metrics to determine performance share award payments. We incorporate flexibility into our bonus program to better align with the evolving nature of our business. We may adjust the portion of the bonus related to financial objectives upward or downward to better align with the overall total shareholder return. To reinforce the importance of stock price growth for the company, we granted Mr. Kindler only options and performance shares.

A payment of $2,158,300 in lieu of a bonus for 2006 was made to Dr. McKinnell under his Employment Agreement, which is described in detail in the section headed "Departure of Former Chief Executive Officer".

Type hierarchies help the reader follow the organization of the information

Terms and definitions are integrated into text

Callouts draw the reader to important information

Navigation Folio

CONCEPT MODEL

AFTER: DETAILS PROVIDED

Outstanding Equity Awards at Fiscal Year-End 2006 continued

		Option Awards(3)					Stock Awards(3)			
Name	Grant (1) Date or Performance Period	Number of Securities Underlying Unexercised Options (#) Exercisable	Number of Securities Underlying Unexercised Options (#) Unexercisable	Equity Incentive Plan Awards: Number of Securities Underlying Unexercised Unearned Options (#)	Option Exercise Price ($)	Option Expiration Date	Number of Shares of Units of Stock That Have Not Vested (#)	Market Value of Shares of Units of Stock That Have Not Vested ($)	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested ($)
A. Levin	8/28/1997	90000			18.35	8/27/2007				
	8/27/1998	99000			35.21	8/26/2008				
	4/22/1999	109950			42.07	4/21/2009				
	2/24/2000	66000			32.94	2/23/2010				
	2/22/2001	183000			45.34	2/21/2011				
	2/28/2002	60000	30000		41.30	2/27/2012				
	2/27/2003	30000	60000		29.33	2/26/2013				
	2/26/2004		100000		37.15	2/25/2014				
	3/25/2004						26913	$697,046		
	2/24/2005		192300		26.20	2/23/2015				
	2/23/2006		285000		26.20	2/22/2016	23731	614632		
	1/1/2002 - 12/31/2006								46,500	$1,204,350
	1/1/2003 - 12/31/2007								54,000	$1,398,600
	1/1/2004 - 12/31/2008								61,500	$1,592,850
	1/1/2005 - 12/31/2009								41,280	$1,069,152
	1/1/2006 - 12/31/2008								23,070	$597,513
H. McKinnell	8/28/1997	390000			18.35	8/27/2007				
	8/27/1998	390000			35.21	8/26/2008				
	4/22/1999	405450			42.07	4/21/2009				
	2/24/2000	330000			32.94	2/23/2010				
	2/22/2001	800000			45.34	2/21/2011				
	2/28/2002	600000	300000		41.30	2/27/2012				
	2/27/2003	333334	666666		29.33	2/26/2013				
	2/26/2004		525000		37.15	2/25/2014				
	3/25/2004						136037	$3,523,358		
	2/24/2005		880000		26.20	2/23/2015				
	2/23/2006		880000		26.20	2/22/2016	91736	$2,375,962		
	1/1/2002 - 12/31/2006								198,000	$5,128,200
	1/1/2003 - 12/31/2007								198,000	$5,128,200
	1/1/2004 - 12/31/2008								265,000	$6,863,500
	1/1/2005 - 12/31/2009								172,920	$4,478,628
	1/1/2006 - 12/31/2008								89,180	$2,309,762
K. Katen	8/28/1997	5448			18.35	8/27/2007				
	8/27/1998	210000			35.21	8/26/2008				
	4/22/1999	225450			42.07	4/21/2009				
	2/24/2000	165000			32.94	2/23/2010				
	2/22/2001	330000			45.34	2/21/2011				
	2/28/2002	166667	83333		41.3	2/27/2012				
	2/27/2003	91667	183333		29.33	2/26/2013				
	2/26/2004		350000		37.15	2/25/2014				
	3/25/2004						73727	$1,909,529		
	2/24/2005		371000		26.2	2/23/2015				
	2/23/2006		500000		26.2	2/22/2016	48830	$1,264,697		
	1/1/2002 - 12/31/2006								111,120	$2,878,008
	1/1/2003 - 12/31/2007								120,840	$3,129,756
	1/1/2004 - 12/31/2008								128,220	$3,320,898
	1/1/2005 - 12/31/2009								83,330	$2,158,247
	1/1/2006 - 12/31/2008								47,470	$1,229,473

(1) For better understanding of this table, we have included an additional column showing the grant date of the stock options and restricted stock units and the associated performance period for the performance share awards.

(2) Mr. Kindler received a special performance-based stock option grant in July, 2006. Details of this award are discussed in the Compensation Discussion and Analysis section.

Executive Compensation: Discussion and Analysis

2006 Option Exercises and Stock Vested Table

	Option Awards		Restricted Stock Units			Performance Shares[3]		
Name	Number of Shares Acquired on Exercise	Value Realized on Exercise	Number of Shares Acquired on Vesting	Number of Withheld Shares Sold to Cover Taxes	Total Value Realized on Vesting	Number of Shares Acquired on Vesting	Number of Shares Withheld to Cover Taxes	Total Value Realized on Vesting
J. Kindler			13,120	4,594	$335,454	76,680	(1)	$1,983,712
D. Shedlarz			9,555	3,243	$253,641	73,440	31,240	$1,899,893
J. LaMattina			7,299	2,303	$193,755	56,040	19,974	$1,449,755
I. Read	51,948	$716,358	7,173	2,432	$190,410	42,600	(2)	$1,102,062
A. Levin	35,718	$498,690	6,486	2,202	$172,174	46,500	18,362	$1,202,955
H. McKinnell	351,948	$4,845,937	—	—		198,000	(2)	$5,122,260
K. Katen	342,552	$3,688,730	11,972	4,063	$317,802	111,120	49,257	$2,874,674

(1) These shares were paid as restricted stock units that will only vest when the Company's three- year total shareholder return exceeds the median of our pharmaceutical peer group.

(2) The executive deferred receipt of these shares according to the executive's elections on file.

(3) The performance shares in this table have been determined according to the 2002-2006 performance period and were paid on February 22, 2007.

Table X

2006 Nonqualified Deferred Compensation Table

Name	Plan[1]	Executive Contributions in Last FY	Pfizer Contributions in Last FY	Aggregate Earnings in Last FY	Aggregate Withdrawals/ Distributions	Aggregate Balance at Last FYE
J. Kindler	Supplemental Savings Plan	$113,124	$84,843	$97,575	—	$ 794,138
	Deferred AIP	—	—	53,691	—	948,555
	Deferred PCSA	1,043,808	—	154,503	—	2,061,369
	Total:	1,156,932	84,843	305,769	—	3,804,062
D. Shedlarz	Supplemental Savings Plan	281,433	84,430	346,717	—	4,831,229
	Deferred AIP	—	—	—	—	—
	Deferred PCSA	2,321,844	—	1,618,456	—	14,074,731
	Total:	2,603,277	84,430	1,965,173	—	18,905,960
J. LaMattina	Supplemental Savings Plan	144,057	64,825	144,434	—	1,273,289
	Deferred AIP	708,570	—	198,807	—	3,650,569
	Deferred PCSA	1,634,094	—	792,799	—	7,328,147
	Total:	2,486,721	64,825	1,136,040	—	12,252,005
I. Read	Supplemental Savings Plan	75,944	56,958	83,157	—	745,698
	Deferred AIP	631,962	—	252,207	—	4,579,024
	Deferred PCSA	1,276,464	—	183,150	—	2,477,720
	Total:	1,984,370	56,958	518,514	—	7,802,442
A. Levin	Supplemental Savings Plan	249,534	56,145	156,774	—	1,445,716
	Deferred AIP	—	—	—	—	
	Deferred PCSA		—	638,983	—	4,756,571
	Total:	249,534	56,145	795,757	—	6,202,287
H. McKinnell	Supplemental Savings Plan	862,574	258,772	2,269,285	—	13,555,163
	Deferred AIP	3,145,000	—	1,265,686	—	22,974,439
	Deferred PCSA	5,502,000	—	5,100,681	—	42,772,624
	Total:	9,509,574	258,772	8,635,652	—	79,302,226
K. Katen	Supplemental Savings Plan	152,153	114,115	173,629	—	2,455,929
	Deferred AIP	—	—	132,276	—	2,336,923
	Deferred PCSA	3,334,212	—	1,893,259	—	17,004,152
	Total:	3,486,365	114,115	2,199,164	—	21,797,004

(1) The Supplemental Savings Plan contributions were based on the executives' deferral election and the salary shown in the 2006 Summary Compensation Table, as well as bonuses paid in 2006, previously reported.

Table X

Required tables are gathered at the end of the document so they do not interrupt the flow of the text

Required tables and footnotes are presented as clearly as possible

USER TESTING RESULTS

Summary

WHAT WERE WE ABLE TO ACHIEVE?

Investors we tested were able to find the information they were looking for.

The information was more clear.

The information they got was information they could understand.

FUTURE FORECAST

Summary

WHAT WILL YOU SEE NEXT YEAR?

Probably the same format, although the content will be different. The players will change.

With this approach, it's not a "one size fits all". You have to write your CD&A in a way that tells your company's story.

THANK YOU

We are honored to present this project.

We hope you enjoyed this presentation.