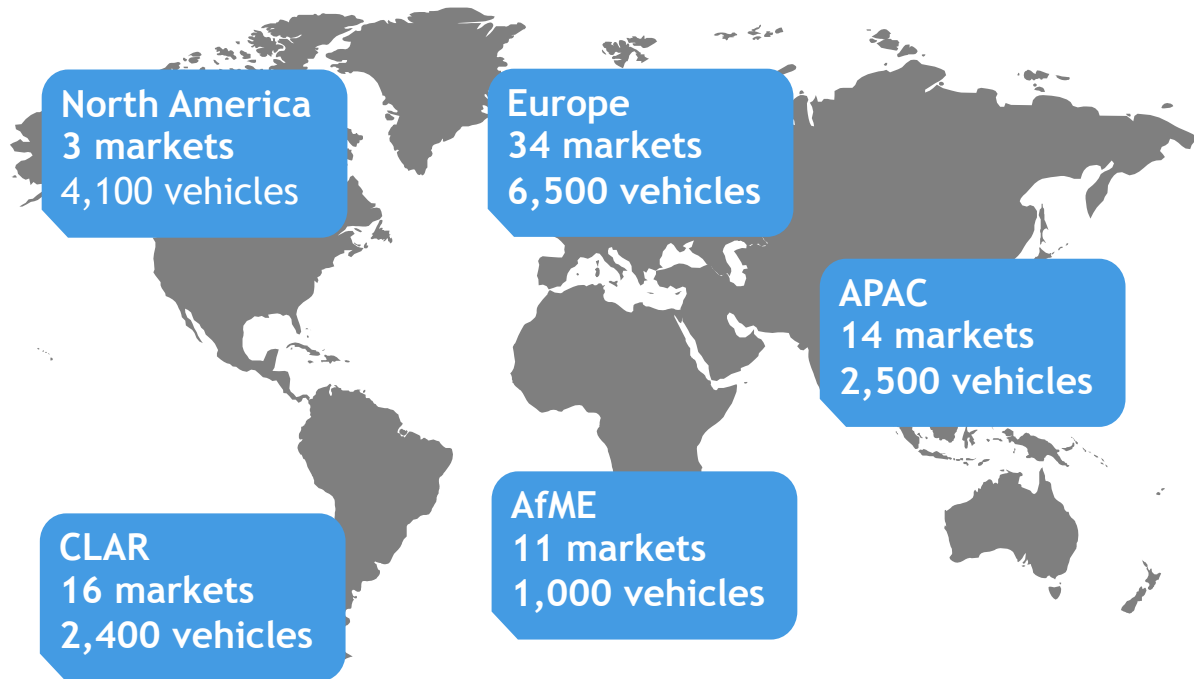


Managing Our Fleet Through a Pandemic & What Follows

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Global Fleet Lead, Pfizer

Pfizer Fleet Landscape



DEMOGRAPHICS

- 78 countries (incl. allowances)
- 16,500 total vehicles
 - 74% tool of trade vehicles
 - 26% benefit vehicles
- # Allowance UAE, UK, USA, circa 5,000 users
- Operating models
 - Operating Lease: 9,500
 - Captive Leasing + Fleet Management: 2,600
 - Outright purchase + Fleet Management: 4,400
 - Allowance & reimbursement: 5,000

Pfizer Model & Key Program Elements

Pfizer Operating Model

Fleet CoE

- Policy & Governance
- Strategy
- Supplier Relationship Management
- Global Insurance
- Operations
- Customer satisfaction
- Communication



01



EU Lease Hub

- Lease Captive
- Intercompany leasing
- Full transparency
- Flexibility

02



04

03

Oversight

- Strategy deployment
- 2nd line escalation
- Performance management
- Compliance



Fleet Management Co.

- Policy management
- 1st line escalation
- Day to day fleet operations
- Reporting

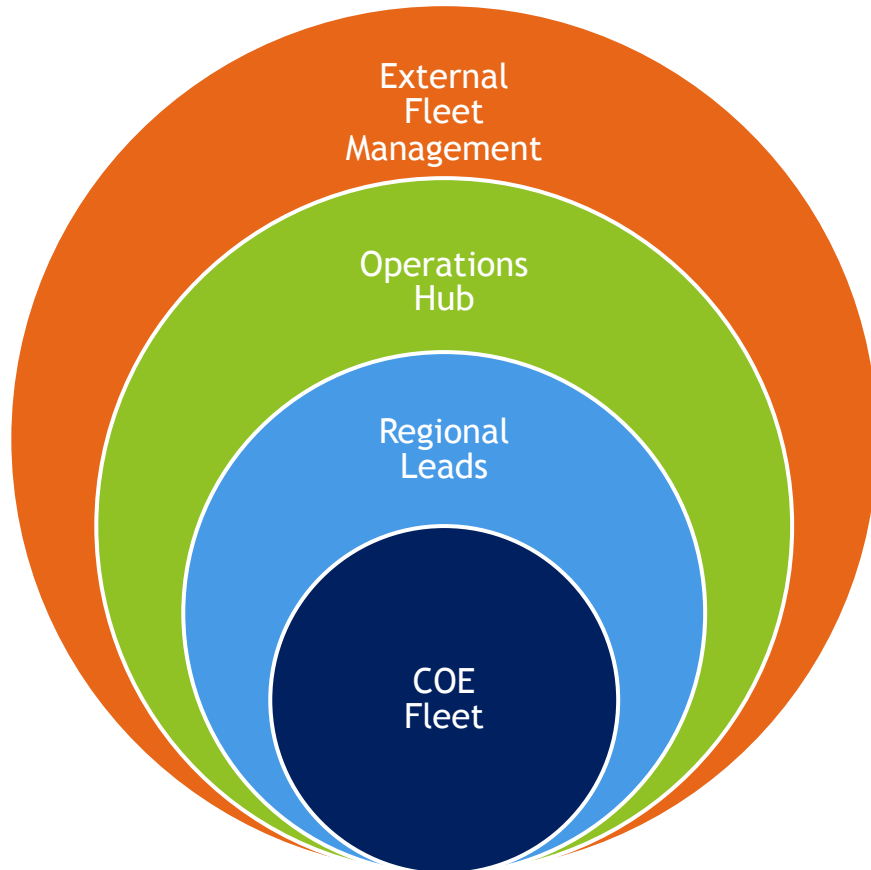
Key Program Elements

- Fully outsourced operations including management & problem solving
- Policy management
- Ownership & accountability
- Management, control & reporting
- Sustainability & environmental management
- Innovation & Strategic input
- Value Add

Pfizer has a changing landscape moving from simple car fleet management to a more sustainable mobility model

Team structure

Resource



Primary function

- Managing day to day operations
- In-house management, data collection, reporting & policy reviews
- Supplier & stakeholder relations
- Strategy, Governance, policy, budgeting & performance

Managing the Fleet through a Pandemic

Initial Response

- Developed a strategy, plan & operationalised it
- Key considerations:
 - Colleague Safety
 - Supply Chain Status
 - Financial Impact
- Key actions:
 - Global delivery & order suspension
 - Communicate intentions internal & external
 - Stakeholders
 - Fleet Management companies
 - Vehicle Manufacturers
 - Insurers,
 - Etc.

Next steps

- Developed a review process for lifting the suspensions by market
 - Ensure Government & Pfizer guideline alignment for suspension lift
 - Engage with suppliers to conduct market review criteria:
 - Colleagues' safety & welfare,
 - Operation/Practicality,
 - Financial analysis
 - Track & report status
 - Seek local stakeholder alignment before lifting suspension

Region	Country	Deliveries	Orders	Region	Country	Deliveries	Orders	Region	Country	Deliveries	Orders
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Argentina	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Bolivia (Paraguay)	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Brazil	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Canada	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Chile	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Colombia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Costa Rica	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Cuba	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Dominican Republic	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Ecuador	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	El Salvador	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	France	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Guatemala	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Honduras	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	India	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Indonesia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Italy	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Japan	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Kenya	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Malaysia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Mexico	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Nicaragua	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Peru	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Poland	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Portugal	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Republic of Congo	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Romania	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Russia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Saudi Arabia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Senegal	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Slovakia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Slovenia	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	South Africa	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Spain	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Sweden	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Switzerland	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Taiwan	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Thailand	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Turkey	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	USA	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Vietnam	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Yemen	In suspension	In suspension
AME	Algeria	In suspension	In suspension	EU	Austria	In suspension	In suspension	LATAM	Zimbabwe	In suspension	In suspension

Where to now?

The world has changed how we interact socially & professionally so there will be a new norm which will certainly influence fleet needs



- Increased homeworking?
- Working digitally?
- Less need for travel?
- Car vs mobility?