



Pfizer Inc.
235 East 42nd Street
New York, NY 10017
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Ian C. Read
Chairman and Chief Executive Officer

November 23, 2015

Dear Majority Leader McConnell,

I am writing to share news about the proposed merger of Pfizer with Allergan, a leading global pharmaceutical company. These two companies together will create a more competitive biopharmaceutical leader here in the United States and around the world.

This transaction will enhance two best-in-class businesses by combining them into one company that will be positioned to do three things:

- Make more innovative medicines and therapies available to more patients around the world
- Bring together greater resources to invest in research and cures
- Create value for stakeholders including patients, employees, shareholders and communities where our facilities are based

Pfizer and Allergan have deep roots and are committed to the United States, and a Pfizer-Allergan combination builds even more the combined companies' presence in the United States.

We will maintain our global operational headquarters in New York City. At the time we close the transaction, we will have over 40,000 employees across 25 states, including research and development facilities in LaJolla, San Francisco and Irvine, California; Cambridge, Massachusetts; Groton, Connecticut; Pearl River, New York; and Bridgewater, Jersey City and Rockaway, New Jersey, along with Centers for Therapeutic Innovation in New York City, San Francisco and Cambridge, Massachusetts. In addition, Allergan's two manufacturing facilities in Ohio and Texas will bring Pfizer's total U.S. manufacturing facilities to 17 in 12 states as of closing.

As a result of this combination we will be gaining greater access to resources that will enable us to make significant investments in the U.S. in research and development. We believe this will be good for patients and for U.S. competitiveness.

The attached press release contains more information about today's news. Please don't hesitate to reach out to me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "I. Read".

Ian C. Read
Chairman and Chief Executive Officer