Expansion of Vaccines Manufacturing Operations

We continue to invest in manufacturing and end-to-end supply improvements in both capability and capacity to help assure the sustainable, reliable supply to meet growing worldwide demand.

> West Point, PA • Wilson & Durham, NC • • Elkton, VA

> > • Campinas, BRA

Brinny, IRL

Burgwedel, DEU

Italy

São Paulo, BRA

Existing site

Potential future manufacturing site or partner

Buenos Aires, ARG

~\$16 billion

Planned investment in capital projects with a significant portion going to vaccines over the next 5 years including recently announced \$1.7B expansions of our vaccines pro duction at our sites in Elkton, VA, and Durham, NC.





from 8 sites in 2010 to +15 sites in 2024

