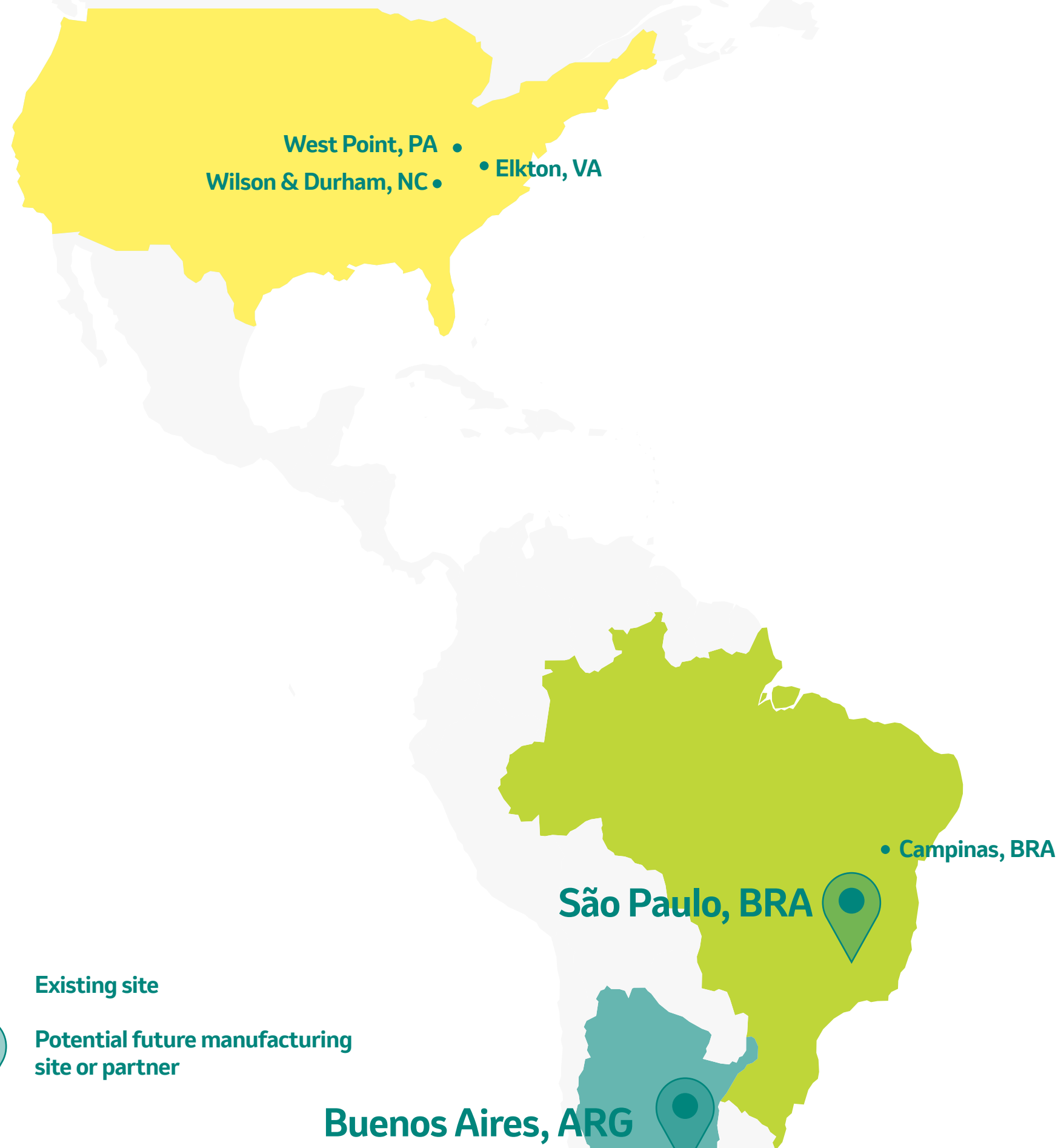


Expansion of Vaccines Manufacturing Operations

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.



~\$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 production at our sites in Elkton, VA, and Durham, NC.



~2X Expansion of Global Network

from 8 sites in 2010 to +15 sites in 2024