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**President Ursula von der Leyen**  
 European Commission  
 Rue de la Loi /Wetstraat 200  
 1049 Brussels

Dear Madame President:

On behalf of the whole of Pfizer, thank you for visiting our Puurs site on Friday. It was an honor to finally meet you in person and to take you to the heart of our work to tackle the pandemic.

This been an unprecedented journey. We recognized early on that the COVID-19 crisis was not "business as usual" and that to defeat this virus it would take the power not only of science, but also of collaboration.

Our shared platform with our partners on Friday embodied this, and I know I speak on behalf of all the colleagues in Puurs, and beyond, in recognizing the importance of our close ongoing collaboration with the European Commission for the road ahead.

Our workers took a lot of energy and pride in your visit and the recognition you gave them for their extraordinary efforts in this pandemic. As well as sharing with you the workings of the site, I also appreciated the opportunity for a more in-depth exchange with you, Dr Türeci, and our respective teams after the media event. This was a really important exchange, and I am pleased we were able to enlighten you on not only our approach in 'embracing complexity' for the manufacturing and supply of the vaccine, but also the critical decisions and steps we took during the course of its development process.

With both our horizons turning to what might be possible in the next phase and even beyond the pandemic, getting the environment right remains critical for policy makers and the private sector alike. This goes beyond reinforcing the EU as a pharmaceutical manufacturing powerhouse, but to fostering innovation and competitiveness in biopharmaceutical R&D in Europe, or leveraging new technology platforms to tackling both future variants and other existing challenges such as cancer.

I greatly look forward to our further work together.

Sincerely,

Dr. Albert Bourla

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