



MERCK

Who we are

**CURIOUS  
MINDS**

**WE ARE  
MERCK**

As a vibrant science and technology company,  
we believe in science as a force for good.  
We make a positive difference in millions of  
people's lives every day.

**DEDICATED  
TO HUMAN  
PROGRESS**

Our passion for science and technology is what drives our 58,000 employees in 66 countries to find solutions to some of today's toughest challenges and create more sustainable ways to live.

We are here for people at every step, helping to create, improve and prolong life. We deliver personalized treatments for serious diseases and enable people to achieve their dream of becoming parents. We empower the scientific community. Our tools, services and digital platforms make research simpler, more exact, and help to deliver breakthroughs more quickly. Our solutions accelerate access to health by ensuring tests are accurate and the medicine we take can be trusted. We are the company behind the companies, advancing digital living. Our science sits inside technologies that are changing the way we access, store, process, and display information. Our innovations are unlocking the power and potential of data to open new possibilities to transform life on Earth as we know it.

We believe that scientific exploration and responsible entrepreneurship are key to technological advances that benefit us all. This is how Merck has thrived since 1668. And we will continue to push the boundaries of possibility to create opportunities for everyone. This is what drives us. This is what we work for. This is our future.

Approximately

# 58,000

employees from 138 nations worldwide  
7,500 in research & development

## Key figures

	2020	2019
Net sales	€ 17.5 bn	€ 16.2 bn
EBITDA pre	€ 5.2 bn	€ 4.4 bn
Margin	29.7 %	27.1 %
R&D costs	€ 2.3 bn	€ 2.3 bn
Business free cash flow	€ 3.8 bn	€ 2.7 bn
Employees	58 096	57 071

**7,515**  
LIFE SCIENCE

**6,639**  
HEALTHCARE

**3,380**  
ELECTRONICS\*

2020 NET SALES BY  
BUSINESS SECTOR  
(€ MILLION)

**803**  
ELECTRONICS\*

**1922**  
HEALTHCARE

**2,129**  
LIFE SCIENCE

2020 EBITDA PRE  
BUSINESS SECTOR  
(€ MILLION)

**6,313**  
ASIA/PACIFIC  
(36 %)

**4,991**  
EUROPE  
(29 %)

2020 SALES BY  
REGION (€ MILLION)

**4,739**  
NORTH AMERICA  
(27 %)

**581**  
MIDDLE EAST  
& AFRICA  
(3 %)

**910**  
LATIN  
AMERICA  
(5 %)

**14.8**  
2018

**16.2**  
2019

**17.5**  
2020

NET SALES  
IN BILLION (€)

Figures as of 12/31/2020  
\* formerly Performance Materials

We are known as Merck internationally, except in the United States and Canada where we operate as EMD Serono in the Healthcare business, MilliporeSigma in the Life Science business, and EMD Electronics in the Electronics business.



## AS ONE FOR PATIENTS

Our team is united As One for Patients to help create, improve and prolong lives – and ultimately offer the highest possible benefit to millions of people around the world. Working As One for Patients is our purpose: it reflects the way we think, act, care, and succeed as a global team.



Global megatrends such as growing and aging populations as well as better access to healthcare continue to drive the demand for our products. To meet these demands and respond appropriately to the dynamics of our markets, we have significantly transformed our Healthcare business sector in recent years.

More than 80 million patients<sup>1</sup> use our Cardiovascular, Metabolism and Endocrinology (CM&E) medications every day. We focus on delivering high-quality drugs and personalized care throughout the whole patient journey. As such, we aspire to bring better health to every single patient with diabetes, hypertension, growth hormone disorders and hypothyroidism, in turn helping them to live their life to its full potential.

We are the only company to support aspiring parents at every step of the fertility journey through our 360° portfolio of state-of-the-art therapeutics, technologies and services.

We help experts and clinics personalize treatments, standardize processes and connect all of the dots across the fertility cycle to maximize success rates.

**More than 4 million babies<sup>2</sup> have been born with the help of our products.**

Our curiosity to transform cancer care drives our focus on unleashing the full potential of some the most promising mechanisms in cancer research to improve patient outcomes.

We are a science-led organization of curious minds dedicated to delivering transformative cancer medicines to the patients who need them. It is patients who inspire us and it is curiosity that drives us every day: curiosity to unlock the mysteries of tumor biology and the tumor microenvironment; curiosity to tenaciously pursue the science and adapt, innovate and overcome

challenges; curiosity to lead the way in tackling some of the most challenging tumor types with the most significant needs.

We have a long-standing legacy in neurology and immunology including more than 20 years of experience in Multiple Sclerosis (MS), and are committed to helping people living with neuroinflammatory diseases by focusing on finding solutions addressing unmet medical needs.

Our MS product portfolio contains the only short-course oral treatment for MS and a well-established disease-modifying injectable drug. We also have a pipeline focusing on discovering new therapies that have potential in MS and other neuroinflammatory and immune-mediated diseases, such as systemic lupus erythematosus (SLE).

Our R&D pipeline positions us to become a global specialty innovator in oncology, immuno-oncology, neurology, and immunology — which covers Multiple Sclerosis (MS) as well. With patients at the center of all our efforts, our goal is to transform innovative research into medicines that bring value to patients in need. Our research and development is bolstered by collaborations and external innovation to strengthen our technology base, enhance our scientific capabilities and advance our pipeline. We have entered into a number of strategic collaborations with other well-known companies to evaluate combinations with a range of innovative medicines.

[1] Patient figure is derived from internal sales data and assumptions. We cannot reference an external source for this information.

[2] Chua, SJ, et al. Reproductive Biology and Endocrinology 2021;19(1):1–13.

## Our portfolio addresses **THERAPEUTIC** areas such as:

### Fertility

Infertility is a treatable medical condition. Men and women are equally affected, but they may need different resources to support them on their fertility journey. As an innovation-driven market leader with long-standing expertise in fertility, we are committed to providing fully connected solutions that empower fertility experts and clinics to continuously improve reproductive outcomes.

### Cardiovascular, metabolism and endocrinology

We aspire to bring better health to every single cardiometabolic and endocrine patient, in turn helping them to live their life to its full potential.

### Neurology and Immunology

Chronic neuroinflammatory diseases impact people – physically, emotionally, mentally and socially. We put patient needs at the center of everything we do, from our dedication to providing high quality products to how we support and provide resources to patient organizations.

The MS treatment journey can be challenging, and we aim to make the experience as stress-free as possible. That is why we develop options aimed at lessening treatment burden, improving adherence and making administration more convenient. In order to do this successfully, we continue to stay curious and committed to understanding MS from the inside out, and work to expand our understanding of the overall challenges and needs of patients as well as foster debate amongst the community in an effort to improve care outcomes.

### Oncology and immuno-oncology

The number of people receiving new cancer diagnoses diagnosed with cancer continues to increase annually and is predicted to rise to 29.5 million by 2040<sup>1</sup>. This knowledge powers our relentless drive and approach in discovering, developing and delivering a diverse range of breakthrough therapies in the hope we can help turn cancer patients into cancer survivors. Our R&D team is leveraging our synergistic portfolio in oncogenic pathways, immuno-oncology, and DNA Damage Response and focusing our scientific discovery and development on unleashing the full potential of the most promising mechanisms in cancer research. By relentlessly pursuing solutions to even the most complex cancers, we aim to illuminate a path to scientific breakthroughs that transform outcomes for patients.

[1] The Global Cancer Observatory (GCO): Cancer Tomorrow.

More information:





# FINDING BETTER TREATMENTS FOR DISEASE, FASTER

AI and machine learning are now used in many applications like autonomous driving. But one area of AI research with untapped opportunities is looking at how we can apply it to healthcare and drug discovery.

Due to an explosion in knowledge about the molecular mechanisms behind different diseases, more promising targets for the design of new drugs are being identified than ever before.

But the processes behind drug discovery can be challenging. Can AI and machine learning help alleviate some of the traditional bottlenecks, so we can get new and more effective drugs to patients, faster? Within an overall effort to digitize drug research and development, AI has the potential to accelerate the discovery of the next generation of therapeutic innovations. Potential applications range from the early prediction of a compound's pharmaceutical properties to the optimization of clinical trial designs.

However, with ever increasing costs of R&D, pressure to bring new innovative therapies to market quicker and a plethora of R&D technological options, some may wonder whether all pharmaceutical companies will be able to position themselves to optimally leverage AI and the clear benefits it could offer.

## How can AI help transform drug discovery?

The sheer size of the libraries used to screen for new drug candidates means it's now practically impossible for individual researchers to review everything themselves – and that's where AI and machine learning can help.

These sophisticated techniques allow researchers to extract hidden insights from huge datasets. The benefits of doing this are numerous:

- Predicting the properties of a potential compound, meaning that only compounds with desired properties are chosen for synthesis – saving time and money by preventing work on compounds that are unlikely to be effective.
- Generating ideas for entirely novel compounds, where the 'invented' molecule is predicted to have all the desired properties required for success – which could hugely accelerate the discovery of effective new drugs.
- Alleviating the need for repetitive tasks, such as the analysis of thousands of histology images – saving hundreds of person-hours in the laboratory.

AI will help  
recapture the  
front-line in  
drug discovery

These are just a few of the potential advantages, looking at the early end of the drug discovery pipeline.

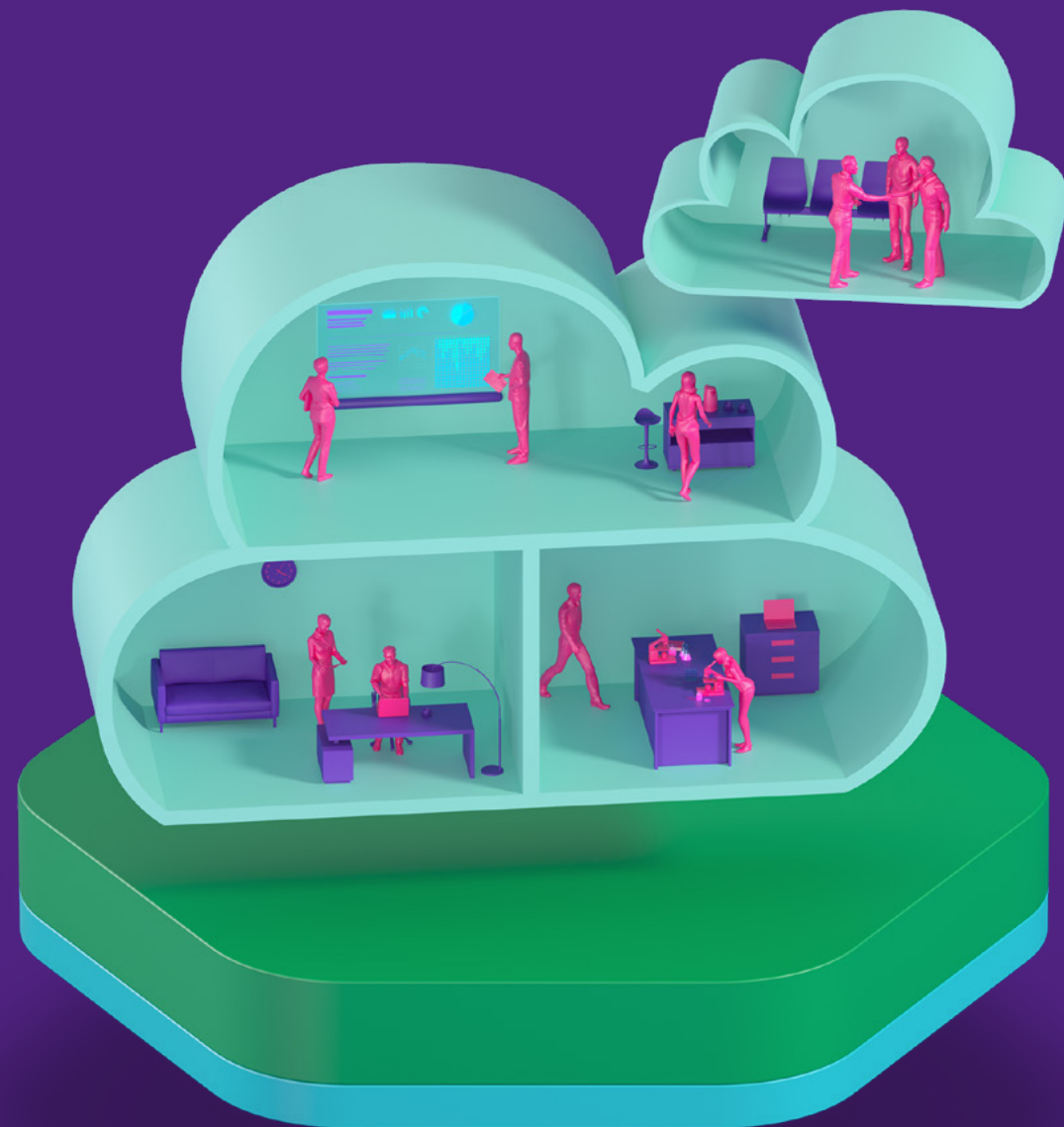
## How does Merck apply AI and machine learning in R&D?

For Merck, our scientists see our capability to analyze (pre-) clinical data and literature for drug discovery and biomarker identification as the key digital strategy which could unlock the greatest benefits for our R&D success.

For example, our approach to compound optimization (tests that ensure the right discovery molecule/ compounds proceed as a drug candidate) is one area where AI is already currently helping us ensure we research and invest in the strongest candidates.

We are also seeking to enter into the 'Goldilocks zone', i.e. the edge of drug-likeness chemical space, by harnessing the power of our curiosity-driven culture and utilizing technologies like AI to direct and accelerate our development.





## EMPOWERING THE SCIENTIFIC COMMUNITY

We provide infinite solutions to solve the toughest problems in life science in collaboration with the global scientific community. Our tools, services and digital platforms empower scientists and engineers at every stage, helping deliver breakthrough therapies faster.

Our Life Science experts are committed to galvanizing others with limitless possibilities of what science can achieve. We offer leading-edge technologies, high-quality products and innovative services for R&D and the manufacturing of biologics and novel therapies.

Our dedication to providing the best customer experience extends from the lab to our e-commerce platform, SigmaAldrich.com, which connects scientists around the world with the products, publications and technical expertise needed to advance research, manufacturing and development at a faster pace. Serving 1.6 million customers globally, our e-commerce capabilities and expansive footprint allow us to deliver much-needed products in 24–48 hours to locations throughout the world. Our work is redefining the industry as we know it, because science will explore new opportunities.

**Since the human genome was fully decoded 16 years ago, gene editing and novel modalities have rapidly evolved.**

Cell and gene therapies are providing life-saving treatments to many patients, with more to come. Our biopharmaceutical and biomanufacturing services address all phases of such therapeutic developments, which in turn help to deliver novel, regenerative medicines to our customers.

The story of how the scientific community advanced new treatments and unlocked cures to hundreds of diseases in the 21st century is being written now. Within the next generation, biotech is shifting its focus from treatments to cures, holding promise for reshaping modern medicine. To continue to meet the evolving needs of our customers, we will be accelerating our services offering, including contract development, manufacturing and testing services across a variety of modalities.

**Factors such as an aging global population and an increase in chronic diseases are catalysts for a new era of advanced discovery in drug manufacturing.**

Developments in biologics and therapies have great potential in treating illnesses where no other options are available. Despite this promising potential, the clinical development journey of a new biologic is a long and challenging process that we are working to strengthen and evolve. To aid clinical development, our BioContinuum™ Platform is ushering in the next generation of bioprocessing that is connected and fully continuous. As a result, our strategic building blocks, which include our BioContinuum™ Platform, have the potential to accelerate access to recently developed, life-saving therapies that address the healthcare needs of underserved populations.

**Technology has made today's science faster and more collaborative – igniting innovation and accelerating discoveries, with optimized operations for our scientists and customers.**

Digital technologies change how scientists gather information, manage their environment, engage with others and purchase products – leaving them more critical time to answer scientific questions. R&D expertise, combined with a comprehensive portfolio, allows us to deliver tools for enhanced digital lab productivity that make research and biotech production simpler, faster and safer.

From our BrightLab™ connected electronic lab notebook to our LANEXO™ lab management system to the unified and efficient access to lab data made possible by BSSN Software, which we acquired in 2019, we offer customers a variety of comprehensive, digital products and IoT solutions for safety, compliance as well as inventory and instrument management.

## Our contribution to the fight against COVID-19:

We are the engine behind the solutions for the COVID-19 pandemic, helping to respond by providing for more than 35 testing solutions, 20 therapies and 50 vaccine candidates.

Our customers are fighting all aspects of the novel coronavirus, and so are we – from providing raw materials and monoclonal antibodies for treatments to manufacturing platforms and lipids used in mRNA vaccines. With our customers and partners, we are supporting long-term infectious disease preparedness plans.

We are investing to expand capacity to address an unprecedented demand while supporting key innovation and technologies. Our recent expansions to sites in the U.S., Europe and Asia-Pacific for the manufacturing of our Mobius® single-use assemblies allows us to produce thousands of semi-custom, highly-durable plastic bags used to mix and filter vaccine material. And, through acquisitions and strategic investments, we are scaling up mRNA as a critical part of our business.

## We provide state-of-the-art tools, TECHNOLOGIES and services in fields such as:

### Pharma biotech

We deliver the industry's most comprehensive portfolio of high-quality products, services and testing for biopharmaceutical manufacturing. Using our process development expertise and technologies, such as continuous bioprocessing, we collaborate with the world's leading pharma companies to help bring therapies to patients.

### Diagnostics

Our impact extends through customer-centric workflow solutions across diagnostic applications. From ultra-pure lab water to highly sensitive diagnostic testing, our impact is ubiquitous, protecting our communities and food supply from harmful contaminants.

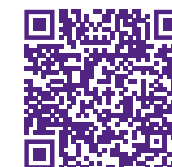
### Academic and government research

We offer the most complete portfolio of solutions that empower scientific discovery. In labs and institutions both large and small, we support researchers in accelerating basic discoveries into practical applications in human health and beyond.

### Industrial

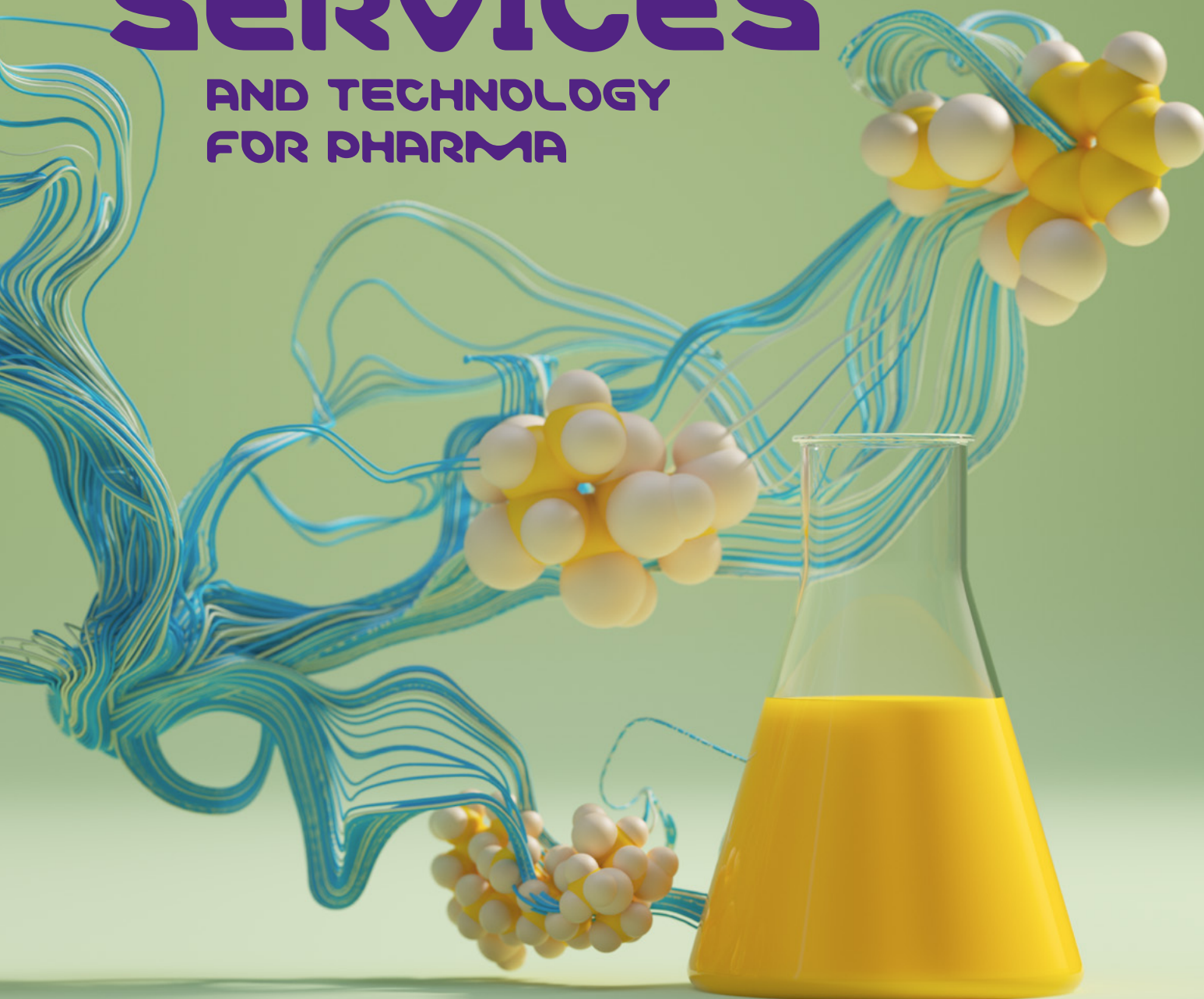
Manufacturing and distributing quality products and services in an ever-changing and competitive world is a challenge that we help our customers tackle. Across industrial applications, our customer-centric workflow solutions test products to meet the highest safety standards and partner to provide quality solutions.

More information:





# ACCELERATING SERVICES AND TECHNOLOGY FOR PHARMA



The Life Science ecosystem is undergoing a transformation unlike any in its history.

New technologies are being developed with the promise of reducing the time, cost and failure rate of making drugs – a disruption that, over the next 15 years, could lead to improved, and possibly curative therapies tackling devastating diseases and illnesses in new ways. Thousands of novel medicines are in development by traditional pharmaceutical companies and new players in biotech – medicines that will impact hundreds, thousands or even millions of lives in the coming years.

Life Science initiatives are incubating new technologies for the pharma industry, working alongside customers to drive the future of cell and gene therapy manufacturing as modalities shift and accelerating services to meet the increased demand for development, manufacturing and testing – especially in emerging drug classes.

The COVID-19 pandemic has been a real-time case study in accelerating towards this abundant opportunity to create faster, less expensive and more efficacious treatments. From the research bench to the patient's bedside, synchronized innovation and solutions are driving the industry towards a game-changing future.

Scientists are working to discover, develop and manufacture drugs in dramatically different ways. Advancements in artificial intelligence have allowed us to go from screening millions of compounds of tens or hundreds of millions, using AI learning and data to identify predictive patterns for use and classify new data for optimized drug discovery and development. Genomics allow us to understand the pathways that

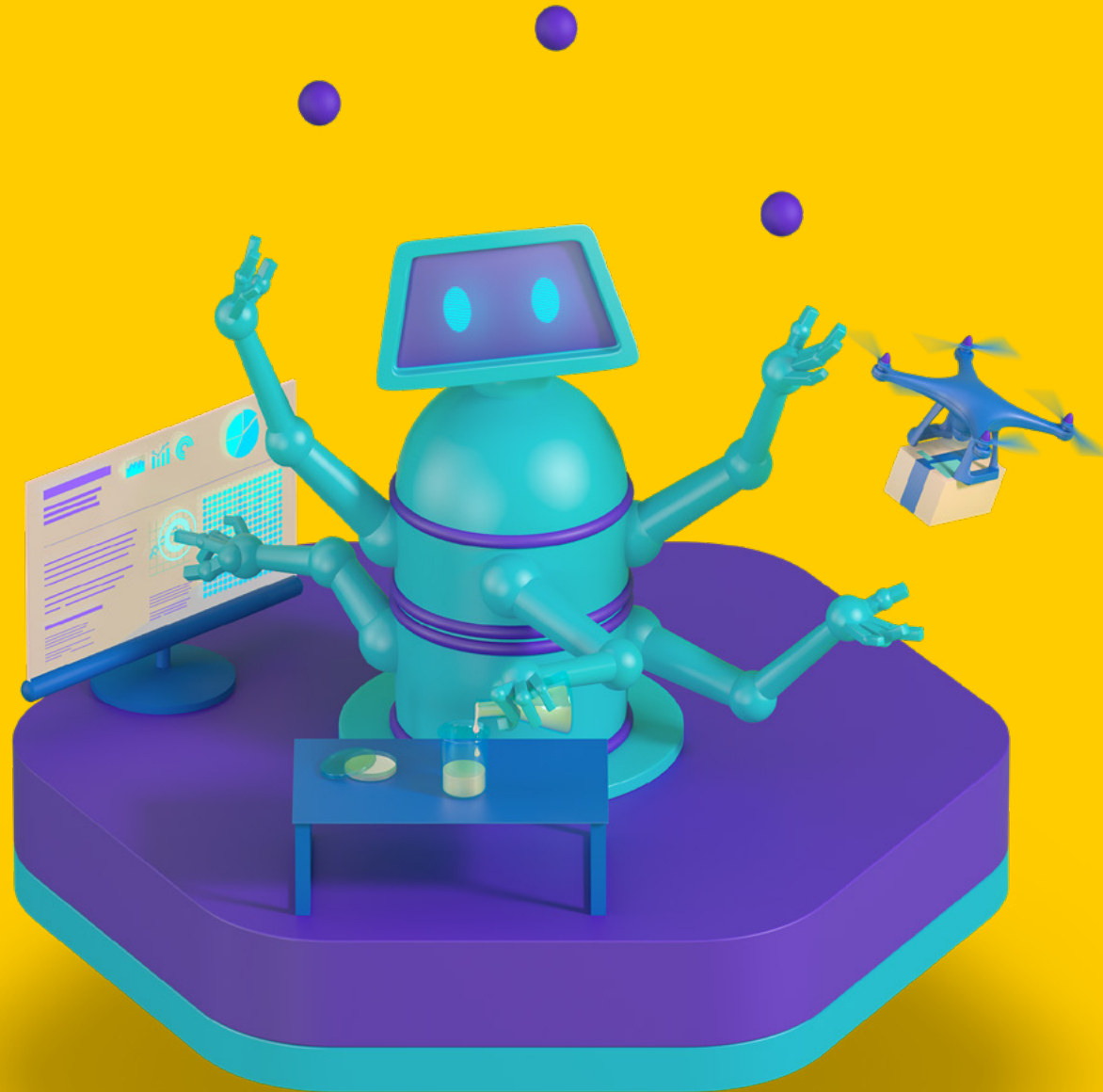
cause disease and find which drug will elicit a patient response. Pivotal developments, like 3D cell culture, bring advanced techniques closer to resembling conditions found in vivo, better modeling physiological environments to then test how a drug works and what side effects it has before a drug candidate ever reaches its users. These changes are transforming the research and development side of drug development.

Changes are also underway in manufacturing. In the past, batches of biologic drugs were processed in massive, stainless-steel bioreactors, and processing a new batch required time-consuming regulatory validation. Today, drugs can be produced in smaller batches using disposable, single-use bioreactors, cutting the manufacturing time from weeks to days. Safety testing will likely go online, speeding the final drug product to pharmacy shelves and, ultimately, to patients.

The next era  
of pharmaceutical  
manufacturing is  
here, and we are  
playing a critical role  
in its advancement.

While Life Science continues to collaborate with the global scientific community to accelerate access to better health for people everywhere, the full benefit of these advancements will become even more evident as the decade unfolds, solidifying our position as a leading, innovative-driven, global supplier of tools, technologies and services.

The next era of pharmaceutical manufacturing is here, and we are playing a critical role in its advancement.



## ADVANCING DIGITAL LIVING

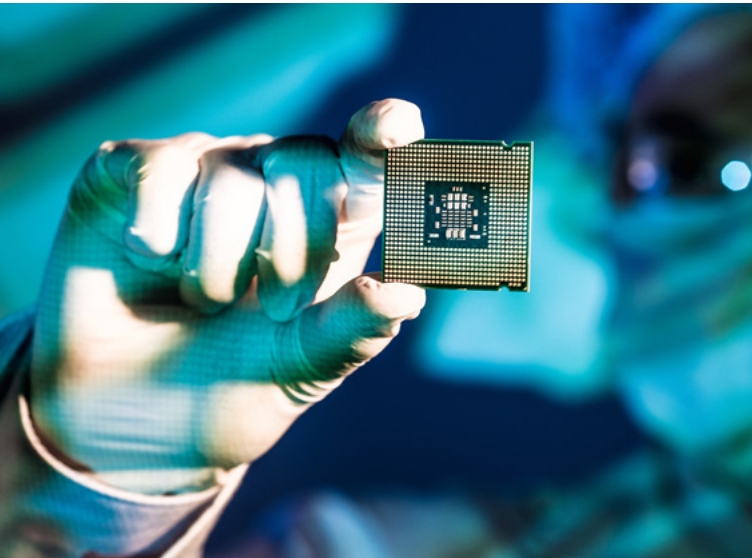
Electronics starts with us. We are the company behind the companies, advancing digital living. Our main focus is on the electronics market with our materials and solutions which change the way we generate, access, store, process, and display information.



In addition, our highly specialized, application-driven Surface Solutions business makes life more colorful. Artificial intelligence (AI), the Internet of Things (IoT) and autonomous driving are creating pressure for the next generation of innovations when it comes to all aspects of data processing. Data communication is growing exponentially at a rate of more than 30% annually and this data explosion will transform electronics far beyond what today's systems can handle.

Semiconductors are the most critical components of data-driven electronics; they determine the performance in data generation (IoT), transfer (5G), processing (AI) and storage.

Wafer processing is a key manufacturing step for today's high-end microchips. Transistors and memory cells are generated on a silicon wafer by a complex sequence of different process steps.



We have solutions that cater to the entire scope of wafer processing, including doping, lithography, patterning, deposition, planarization, etching, and cleaning. Together with our customers, we develop materials that help enhance each new generation of products, making them smaller, faster, smarter, and more energy efficient. As an industry leader, we are pushing the boundaries of science and technology to help our customers create the next generation of digital devices and experiences.

**Our liquid crystal and OLED display solutions enable the interface between man and machine.**

Researchers estimate that 80% to 85% of our perception, learning and cognition activities are mediated through vision<sup>1</sup>. Therefore, displays are the key interface between man and machine where visual data is generated and processed.

We are always thinking beyond current available technologies by researching and developing the next generation of materials for displays. OLED materials for instance, are ideal for flexible displays that are expected to come in the near future; they transform surfaces into incredibly thin and lightweight displays with brilliant coloration and sharp imagery from every viewing angle. What's more, OLED materials are extremely energy efficient.

[1] Source: <https://medicalfuturist.com/future-of-vision-and-eye-care>

## Our products enable DIGITAL LIVING:

### Electronics market

As almost every electronic device uses one of our products, we are advancing almost every aspect of digital development.

We help the semiconductor industry make electronic devices even more powerful by providing highly innovative material-based solutions. In addition, we provide the industry with dissemination equipment to safely and reliably distribute gases and chemicals to semiconductors and display fabs. Intermolecular's experimentation platforms and simulation tools allow our customers to test and develop material

### Automotive market

We develop high-tech solutions for electronics that help the automotive industry shape the future of mobility. Our products and technologies also give vehicles a unique color, sparkle and protective coating.

combinations customized to their specific applications. We provide advanced materials for displays and beyond. We recently launched foldable and rollable displays. Beyond these foldable and rollable displays, we are applying our liquid crystal (LC) technology to LC windows, which turn buildings into energy savers and facades into eyecatchers. Other innovations include smart antennas, which enable high-speed internet access in rural areas. What was once considered as science fiction technology is possible today thanks to our materials!

### Cosmetics market

From skin care solutions to color effects, our portfolio of functional and decorative ingredients for the cosmetics industry provides everything needed to create innovative products and define new trends.



More information:







# THE FUTURE OF COMPUTING

We already expect our smartphones and computers to know where our car parks and to provide us with personalized offers based on our habits. In the future, computers will also ensure that our cars get from A to B autonomously and control production within entire factories. Innovations such as these are based primarily on AI and require continuously increasing amounts of computing power.

Today, nearly all computers are based on the von Neumann architecture, which is particularly suitable for calculating complex models. The architecture has proved itself over decades and has been continually optimized. To support the increasing demand for more data, technology has to push the limits of what is physically possible.

When it comes to Artificial Intelligence (AI), the von Neumann architecture is reaching its limits. Computers increasingly have to perform tasks that include pattern recognition and instinctive information processing. These kinds of AI applications require a huge number of calculations to be performed simultaneously.

For this reason, research institutes and companies, e.g. Merck, are looking into the future of computing beyond the traditional architecture. Neuromorphic computers are among the most promising new technologies. Neuromorphic chips are modeled on how the human brain works, with deeply connected artificial neurons and synapses.

Neural networks based on neuromorphic chips need to be extremely flexible and adapt intuitively to unpredictable environments; they learn from experience by using networks and are trained based on stored data. This requires tremendous computational intensity and

is possible because neuromorphic chips can simultaneously store and process information. In contrast, ordinary computers run commands sequentially, moving data packets back and forth from the memory to the processor. Neuromorphic chips are therefore not only faster but are also extremely energy efficient.

It will be a while until neuromorphic computers are as smart as humans. With almost 90 billion neurons that are connected by trillions of synapses, a human brain has a computing power of about 4 to 5 petabytes.

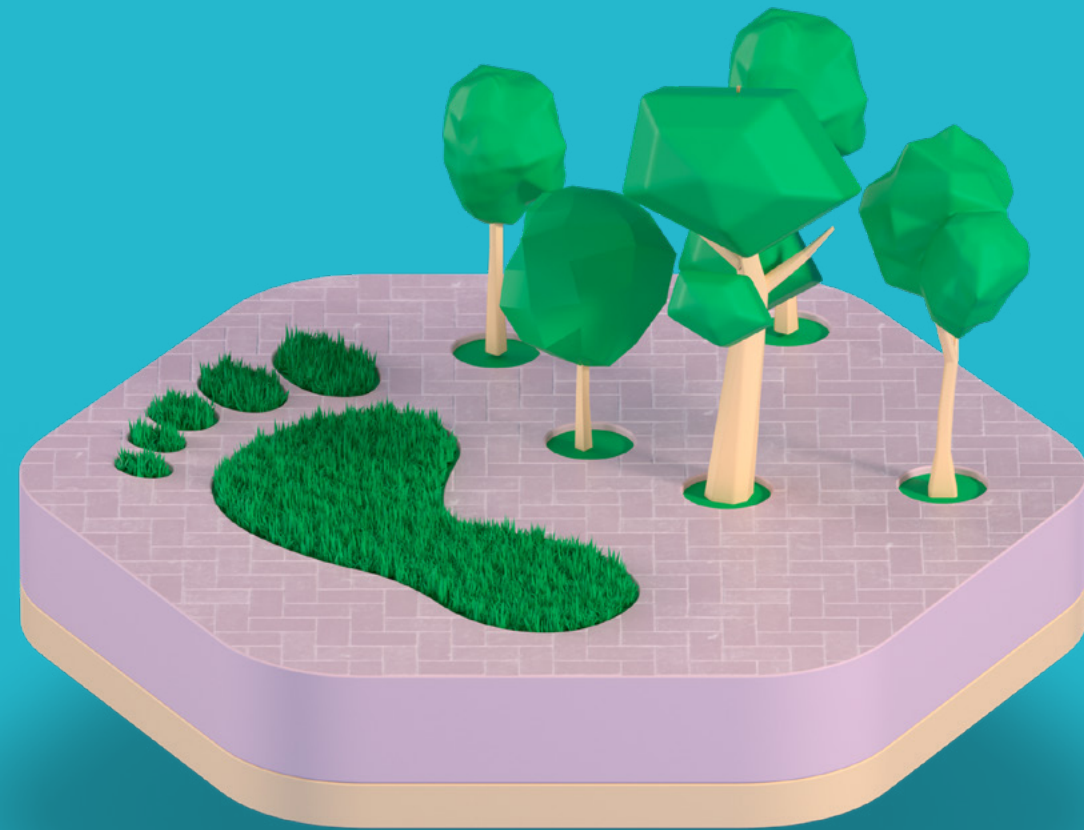
Current neuromorphic computers have about 100 million artificial neurons – only one thousandth the number of a brain.

A comparable technology with similar potential has also been ascribed to quantum computers. Unlike a von Neumann computer, which performs calculations using classic binary bits with a value of 0 or 1,

a quantum computer calculates using so-called qubits. These qubits allow quantum computers to perform calculations for highly complex models at an unprecedented speed. However, current qubits are still very fragile and the slightest interaction with their surroundings can distort them.

We expect that the von Neumann architecture will not be replaced but will instead continue to coexist alongside quantum and neuromorphic computers. At Merck, we are actively involved in both further innovating existing computer architectures and paving the way for exciting future computer technologies.

We are actively involved in further innovating existing computer architectures as well as paving the way for exciting future technologies.



## SCIENCE AS A FORCE FOR GOOD

Our ambition is to leverage science and technology to achieve lasting progress for mankind. For us, sustainable entrepreneurship and profitable growth go hand in hand. We can ensure our own future competitiveness only by creating value for society. At the same time, we endeavor to avoid generating subsequent costs for society.



Our businesses create long-term value. Our aim is to reconcile ecological, social, and societal aspects for our company, for our stakeholders, and for society as a whole. Merck has been guided by strong values for more than 350 years and across many generations. Sustainability has always been a high priority in all our business activities.

Sustainability is firmly embedded into our strategy

Our new strategic sustainability goals build on what we have achieved in recent years. The rapidly growing challenges in society and the environment demand a clear perspective for the years ahead. This is why we have enshrined sustainability as an essential component of our company’s overall strategy. We have defined three new goals:

- In 2030, we will achieve progress for more than one billion people through sustainable science and technology.
- By 2030, we will integrate sustainability into all our value chains.
- By 2040, we will be climate-neutral and reduce our resource consumption.

In order to achieve our sustainability goals, we are concentrating on seven focus areas:

- Sustainable innovations and technologies for our customers
- Impact of our technologies and products on health and well-being
- Sustainability culture and values
- Sustainability and transparency in the supply chain
- Securing our social license to operate in all regions
- Climate change and emissions
- Water and resource intensity

Today and in the future, we are pursuing numerous initiatives and projects in these focus areas and measuring our progress.

Jointly reaching the UN SDGs

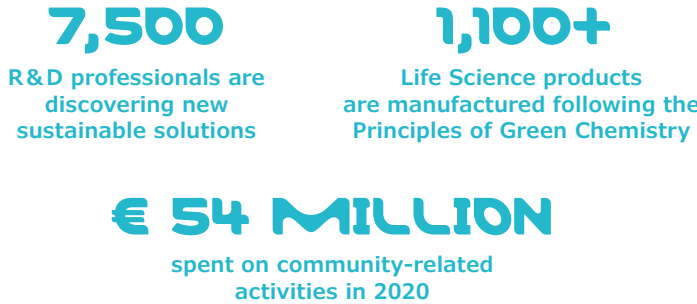
It’s a matter of respecting the boundaries of our planet and creating a world in which there is prosperity and peace for all are our core messages to address the UN’s 17 Sustainable Development Goals (SDGs). To achieve this ambitious vision, we are all called upon to make our best possible contribution.

Our focus is on the goals on which we have the strongest influence within the scope of our entrepreneurial activities and behavior:



It is in our DNA ...

... to search for answers to some of the most pressing questions of the future. The growing global population, for instance, is dramatically changing our society and the way we live. With our solutions, we are helping to meet the demand for sustainable, personalized and connected products.



Ambitious climate TARGETS

Climate change is one of the major challenges facing us in the 21st century.

Because our company is no exception when it comes to generating greenhouse gases, we aim to reduce these emissions in order to mitigate our impact on the climate. What are our concrete plans until 2030?

We aim to halve direct greenhouse gas emissions and emissions from purchased energy (Scope 1 and Scope 2) by 2030 – in comparison with 2020. Indirect emissions along the entire value chain (Scope 3) are to be reduced by 1,500 kilotons of carbon dioxide (or other greenhouse gases with the same climatic impact) by 2030. By 2040, we will be climate-neutral.

**Greener with wind energy**

By signing a 12-year renewable energy contract in the United States, we achieved a milestone on our climate goal journey. This virtual power purchase agreement covers 68 megawatts. This corresponds to 65 % of our total electricity consumption in the U.S., where our energy requirements are the highest. The wind park is currently under construction in Texas with plans to achieve commercial operation in 2022.

**Out with planes, in with ships**

Global freight transport makes up around 10% of global CO<sub>2</sub> emissions. Here we can make a real difference: We aim to transport 90% of our Healthcare products by ship by 2023. Between 2019 and 2020, switching from air to sea freight helped us cut down our CO<sub>2</sub> emissions by 5,000 metric tons.

More information:





# 3

## QUESTIONS

### What do we stand for as a company?

We are curious minds dedicated to human progress. For more than 350 years, we've believed that science and technology are a powerful force for good. Across Healthcare, Life Science, and Electronics, it's our purpose to deliver the outcomes that matter for patients, consumers, customers, and communities.

### How do you transform curiosity into outcomes?

Having a shared set of values and an inclusive, empowering culture unites our diverse global team. Together, we care for each other, those whom we serve, and the legacy we will leave behind. As responsible pioneers at the forefront of innovation, we like to lead the way and multiply the value contribution. This passion for excellence not only enables our breakthroughs but helps us to outperform.

### Does sustainability matter at Merck?

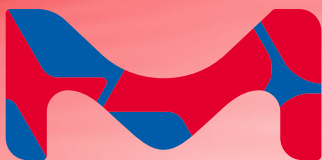
Sustainability is a major building block of our Group strategy. Our environmental, social and economic targets for sustainability will enhance our ability to generate profitable growth while making a positive impact on the world to be inherited by future generations.



"Science and technology are the keys to advancing human progress."

**Belén Garijo**

CHAIR OF THE EXECUTIVE BOARD  
AND CEO OF MERCK



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