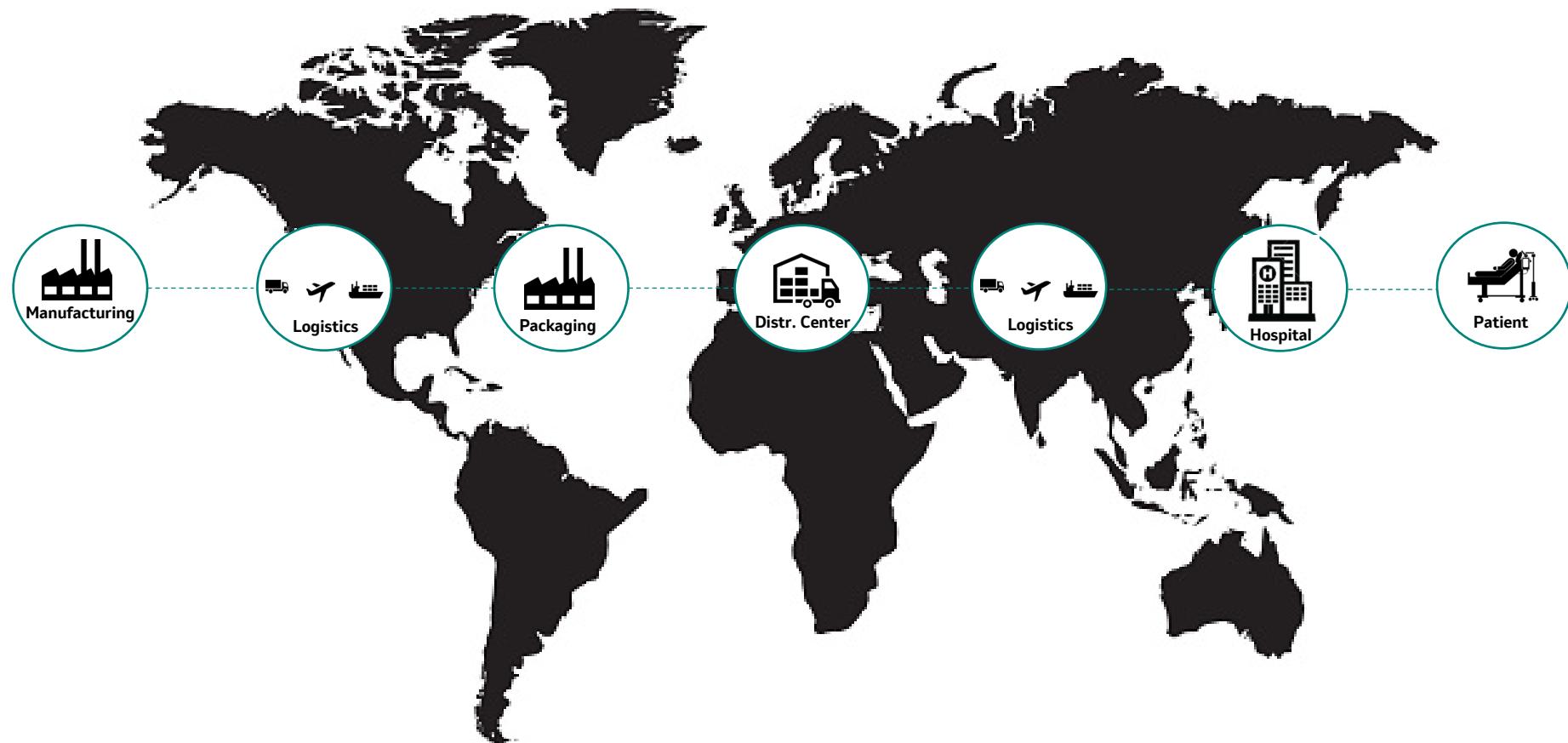


Supply Chain Management

In a nutshell

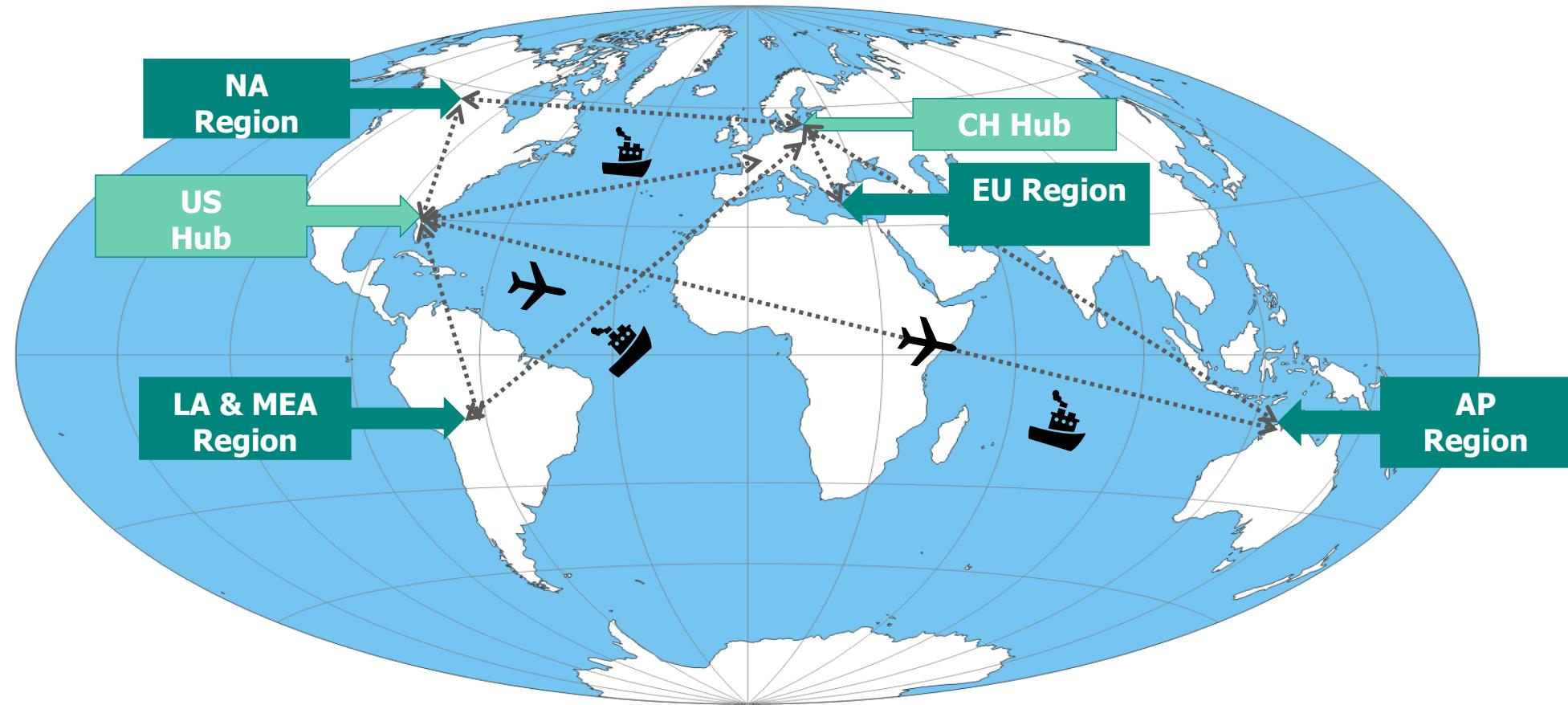
What is Supply Chain?

A series of physical, financial and informational flows that contribute to bringing a product from active ingredient to the finished good available to the patient



Global Supply Chain Management

Structure, 2 Supply Hubs and 4 Demand Regions



Demand Regions send Forecast & Orders to the Hub

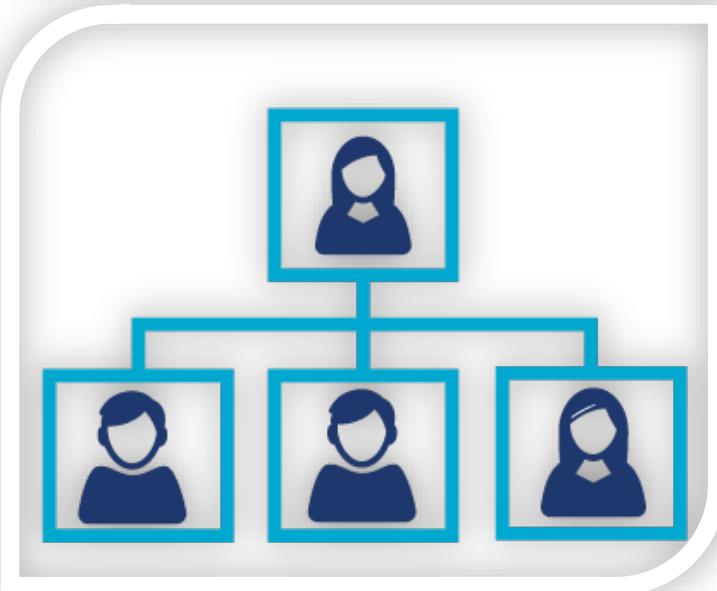
The Supply Hubs balance supply & demand and ensure manufacturing network fulfills net requirement of the regions

Evolution of GPO and GBO Global Supply Planning

A maturity journey

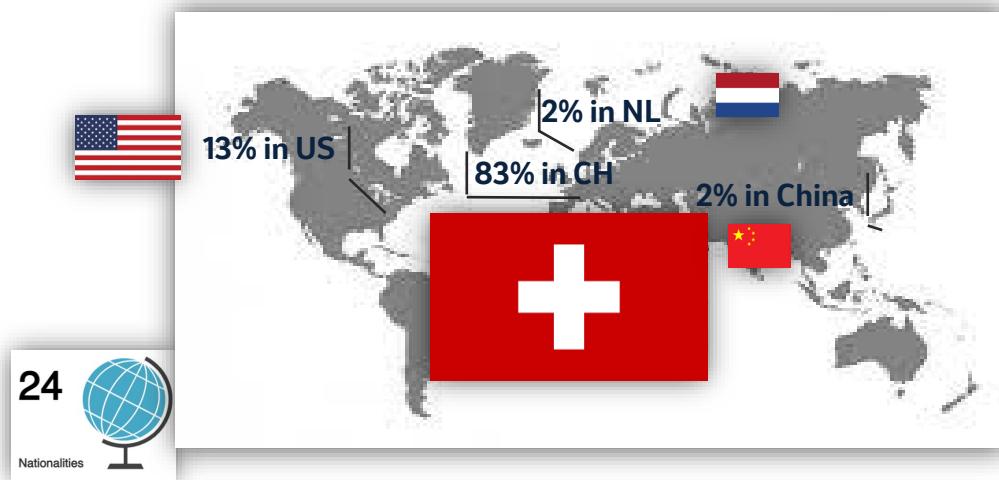


- **Role of a supply planner.** From a primarily operational and production-focused role to a **strategic and analytically driven position**.
- **Forward-looking view of future risks** in supply chains. Anticipating and mitigating potential risks can help organizations minimize disruptions, ensure business continuity, and maintain a competitive advantage.
- **Our organization.** We are leading global supply planning activities via
 - E2E planning activities (all nodes)
 - CMO planning activities (external nodes, GVO and GPO)
 - Planning experts (process and systems)
 - Global Demand Management
- **Our vision** *"We strive to be the trusted supply chain leader, pioneering digital and innovative solutions that deliver medicines improving patients' health and quality of life through the highest service levels, powered by a resilient, agile, and engaged workforce".*

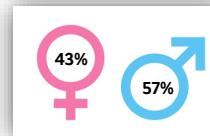


Global Supply Planning & Co 2025

Our people, and our Key Processes



DIVERSITY



Our key processes

- Global Brand Reviews, with HH Commercial, Finance, Demand Management
- Site Supply Reviews, with Internal and External Site Operations
- Global Supply Review, with Internal and External Site Operations leadership

E2E Planning GPO & GBO

Responsible for maintaining API, Bulk and FiGo supply to markets 0-36 months horizon, meeting inventory targets and making the most efficient use of site resources for the manufacturing and packaging of both in-line products as well as new product introductions.

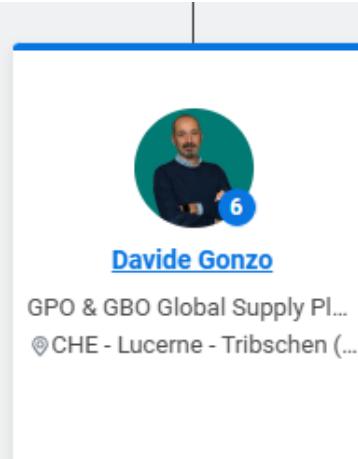
Global Demand Management

Keeping a tight control of the global demand (0-36 months) plans by ensuring integrity of the bottom-up market demand planning process and validation of the market commercial and strategical assumptions with the Global Commercial Leads, E2E Supply Planning, VCM and Global Finance Leads.

CMO Planning, Small Molecule and Vaccines

Responsible for building, managing and continuously improving the API, Bulk and FiGo Planning activities related to External Sites, 0-36 months horizon. Lead and integrate the functional/tactical supply planning and execution for all externally sourced materials.

GPO and GBO Global Supply Planning Organization Chart, ~50 FTEs



Alessandra Nicolosi

Assoc. Dir., Supply Chain Ma...
@CHE - Lucerne - Tribschen (...)



Efthalia Sotiriou

EUCAN Demand Lead
@CHE - Lucerne - Tribschen (...)



Luciano Fugazza

Dir., Supply Chain Manageme...
@CHE - Lucerne - Tribschen (...)



Peter Streitenberger

Dir., Supply Chain Manageme...
@CHE - Lucerne - Tribschen (...)



Sathit Temnatee

Assoc. Dir, Planning & Sched...
@CHE - Lucerne - Tribschen (...)



Stefan Schmid

Dir., Supply Chain Manageme...
@CHE - Lucerne - Tribschen (...)

Acute Care E2E

HIV Virology E2E

Primary Care & PAH

CMO Planning

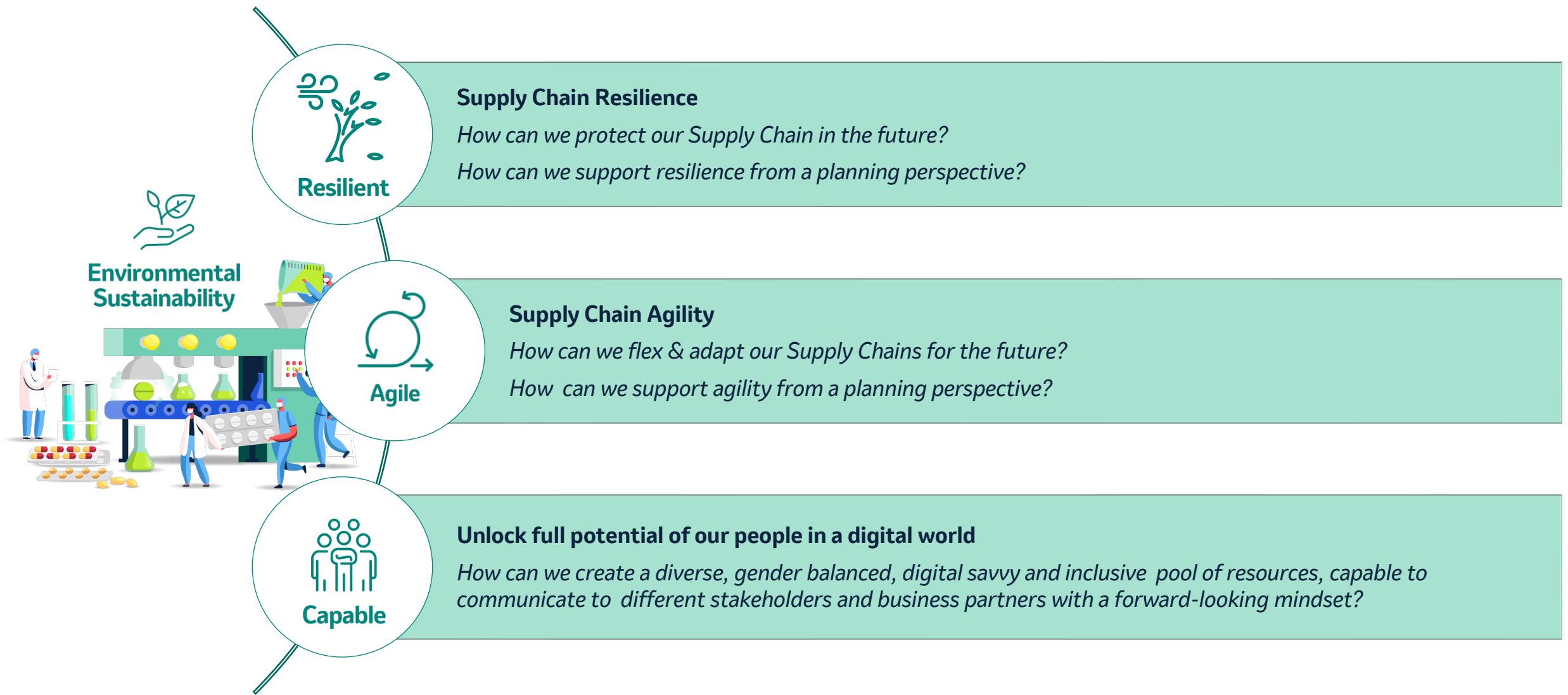
Global Demand

Oncology E2E



GPO and GBO Global Supply Planning

Top 3 strategic priorities



E2E Planning Job Content

Role Description.

End to End Planner is a primary contact in Supply Chain Management Organization for the product families that he/she is responsible for.

He/She is responsible throughout the Supply Chain Operational Planning and Execution of API, Bulk, Semi Finish Goods and Finished Goods to maintain the targeted supply to our customers and patients.

He/She proactively addresses, mitigates and resolves the current and potential supply issues from short term up to 36 months horizon.

End to End Planner works closely with Product Leads/Value Chain Manager to define, align and support brand strategies (for example: New Product Launch, Network Transfer and Portfolio Optimization)

As part of Global Supply Chain Management Organization, he/she also works under Merck Global Operating Model and optimize supply chain metrics.

Group Description.

Global Supply Planning is part of Supply Chain Organization and there is 1 Supply Hub in US for Vaccines and 1 Supply Hub in CH for GPO and GBO.

Key Responsibilities.

1. E2E Planning of DS, DP and FiGo in the tactical horizon (up to 36 months)
2. Inventory & Volumes Planning of DS, DP and FiGo
3. IBP key contributor as MMD representative e.g., Tier process, Global Brand Review, Site Supply Review.



Back Up Slides

Our supply chains are dynamic

17 Internal Sites

7 Countries

165 Markets

- 395M Biologics Doses
- 548M Vaccine Doses
- 14B Pharm Doses

105 CMOs with
121 Sites in 20 Countries
managing >800 SKUs

>1800 Direct Material &
Capex Suppliers
in >50 Countries
managing >25K SKUs

Internal Capacity Pallet Storage:
19,500 Cold Chain Storage (2-8C)
3100 Frozen Storage (-20C)



Air Pallets Shipped:
14,000 Ambient
45,000 Cold Chain

545M +
Patients

Shipping
2000 ground lanes
9000 air & ocean lanes

Ocean Pallets Shipped

17,500 Ambient
2500 Cold Chain



20,000
Truck shipments

30M
Kilos ground tonnage