11/07/2023

MSD

U.S. Department of Homeland Security
U.S. Citizenship and Immigration Services

Re: Confirmation of Previous Employment of Arun Sinhmar

Dear Sir or Madam:

This letter confirms the previous employment of Mr. Arun Sinhmar at Merck Sharp & Dohme Corp. ("Merck Sharp & Dohme") in the United States. Mr. Sinhmar was employed by Merck Sharp & Dohme from February 10, 2020 to June 4, 2021 in the full-time (40 hours/week) progressively responsible position of Specialist – Quantitative Science; from June 5, 2021 to August 19, 2022 in the full-time (40 hours/week) progressively responsible position of Senior Specialist – Data Science. Mr. Sinhmar was in good standing throughout his continued employment with our company.

In the position of Specialist – Quantitative Science, Mr. Sinhmar performed the following duties, among others:

- Evaluated sales impact, return on investment and marketing efficiency of digital and traditional promotions, accounting for internal and external factors like market and competitive landscape changes.
- Built models to determine sales response curves, impact of each promotion on sales and ad saturation.
- Created optimized budget plans to effectively allocate millions spent across promotional channels for profit maximization and identifying the best promotion mix that best aligns with the business strategy.
- Designed Digital Advertisement Simulation system for modelling digital advertising and its impact on user behavior, used the simulation results to compare performance of marketing mix and attribution models.

In the position of Senior Specialist – Data Science, Mr. Sinhmar performed the following duties, among others:

- Led a team of three offshore data scientists: trusted partner in solving business problems and collaborating with Sales & Marketing teams and agency partners to provide actional recommendations.
- Evaluated sales impact, return on investment and marketing efficiency of digital and traditional promotions, accounting for internal and external factors like market and competitive landscape changes.
- Built promotion response models to determine sales response curves, impact of each promotion on sales.
- Led cross functional projects to develop new commercial capabilities to drive customer engagement.
- Helped the Marketing team with pilot campaigns to test digital media strategies for customer acquisition, retention & growth, identifying ideal message & channel combinations, ad sequences, and consumer targeting approaches.
- Based on customer insights, helped define digital engagement strategies, engagement segments, and customer journeys.

In sum, through his employment at Merck Sharp & Dohme, Mr. Sinhmar gained twenty-nine (29) months of experience with (1) statistical and machine learning models in a marketing context; (2) utilizing programming languages (SQL, SAS, Python, and/or R); (3) machine learning algorithm development. This experience also included experience in a leadership or mentorship role.

Yours sincerely,

Senthil Murugan
Director, Data Science
351 North Sumneytown Pike, North Wales, PA 19454