



## Annual Compensation Planning Process 2020/2021

Employee Name: Ambika Rana  
Employee ID: 51282525  
FTE % as of Feb 1st: 100%

Manager: Senthil Murugan  
Division as of Feb 1st: GHH  
Performance Category: Outperformed

### 2021 Salary Increase Currency USD

Annual Salary as of Feb 1	\$117,959.07
Salary Increase %	3.00%
Current Salary	\$129,754.98
Salary Increase Amount	\$3,538.77
New Annual Salary	\$133,293.75
Salary Range	\$93,900.00 to \$159,700.00

### 2020 Annual Incentive Plan – AIP Award \*\* Currency USD

Final AIP Award Amount	16,676.46
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#### AIP Award Calculation Details

Start Date	FTE %	AIP Eligible Earnings	AIP Target %	AIP Target Amount	Proration Percent	AIP Individual Performance %	Company Scorecard	AIP Award for Period
01/01/2020	100.00%	117,959.07	13%	15,334.68	100.00%	125.00%	87%	16,676.46

\*\* Actual AIP Target % is prorated to reflect changes in position and where applicable, reductions due to plan participation of less than 12 months. For full program terms and conditions, refer to: Sync > HR > Money > Annual Incentive Plan

### 2021 Long-Term Incentive (LTI) Compensation Currency USD

Estimated LTI Grant Value 16,200 (subject to adjustment based on your FTE as of February 1)  
*Generally, we intend to grant LTI as follows (subject to local, legal, tax and securities requirements). Grant mix may vary for transferring Organon executives.*

#### Restricted Stock Units (100%)

*Typically, restricted stock units and stock options are granted in May on the third business day following the release of the Company's first quarter earnings and performance stock units are granted on the last business day of March. Shortly after grants are made, employees must review and accept the terms and conditions of their grants in their Morgan Stanley StockPlan Connect account (<https://stockplanconnect.morganstanley.com>).*

*For full program terms and conditions, refer to: Sync > HR > Money > Annual Long-Term Incentives.*

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This Compensation Statement is provided for information only. This statement is not intended to represent nor shall it be construed as a contract of employment for any specific duration between you and the Company, nor a contractual obligation to provide to you the compensation and benefits described above. Further, this statement does not modify your current employment status, including, without limitation any right (subject to local law and to any individual or collective agreement) for you or for the Company to end the employment relationship. You should not rely on this statement for financial planning, tax planning or filing, or other purposes, and some of the components described above involve discretionary plans or arrangements. The Company reserves the right to revise, supplement, or rescind its compensation and benefit programs at any time and for any reason.

#### Note for non-U.S. Employees:

Any stock awards granted to you by Merck & Co., Inc. under its 2019 Incentive Stock Plan (the "Plan") ("LTI Awards") are not part of your salary or other normal or expected compensation for any purpose. The value of the LTI Awards that may be granted to you will vary depending on the value of the underlying shares of common stock and therefore cannot be predicted with certainty. The LTI Awards and underlying shares are an extraordinary item that does not constitute compensation for services of any kind rendered to your employer, and which is outside the scope of your employment contract. The receipt of LTI Awards and participation in the Plan shall not create a right to further employment with your employer, nor does it create an employment relationship with Merck & Co., Inc. or any other subsidiary or affiliate of Merck & Co., Inc. Further, the grant of LTI Awards is voluntary and occasional and does not create any contractual or other right to receive future grants of awards, or benefits in lieu of awards, even if awards have been granted in the past. All decisions with respect to this and any future grants, if any, will be at the sole discretion of Merck & Co., Inc. The Plan and LTI Awards granted under the Plan are exclusively governed by U.S. law.