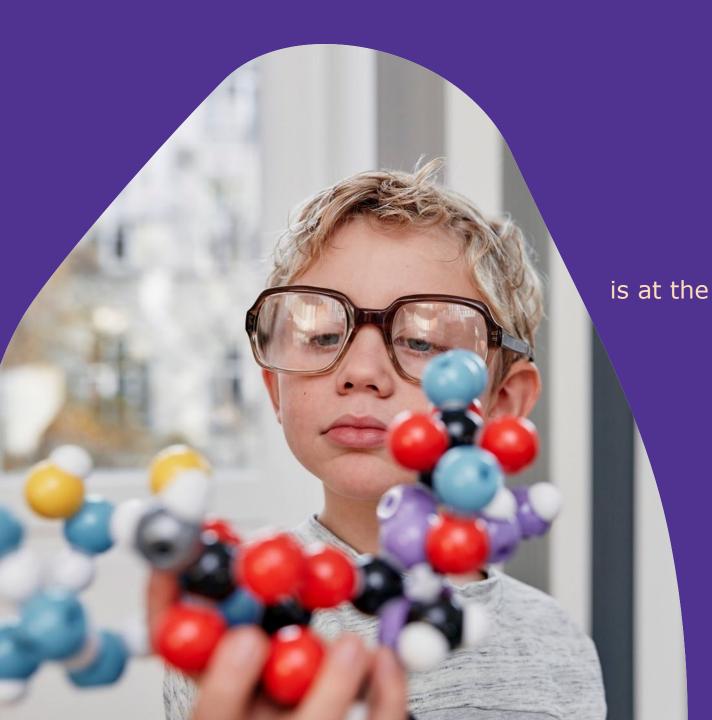
Innovation im Zentrum across the company

Michael Rayner, Science & Technology Office DLR 12. Transferwerkstatt Berlin DE, 18.11.2022





Science heart

of everything we do

From advancing genome editing technologies and discovering unique ways to treat the most challenging diseases to enabling the intelligence of devices – Merck is everywhere.



We are NORCK

A vibrant science and technology company

We are known as **Merck** internationally except

the United States and Canada, where we operate as **EMD Serono** in the biopharmaceutical business, **MilliporeSigma** in the life science business and **EMD Electronics** in the

high-tech materials business.

Healthcare

- Pioneer in cancer treatment
- Advancing care in immunology
- Global market leader in fertility treatments
- Robust R&D pipeline

Life Science

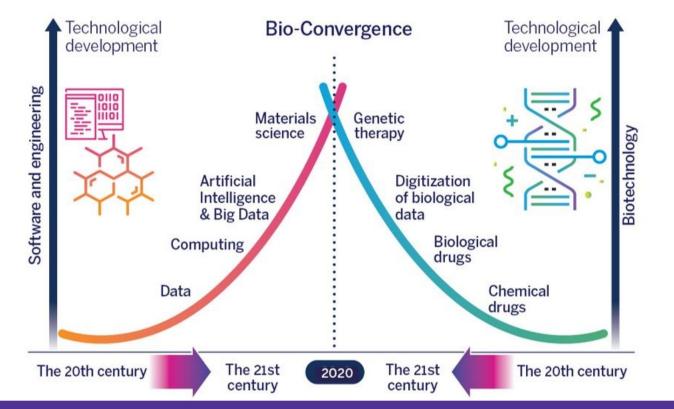
- Trusted supplier and partner for the scientific community
- From research to large scale production with >300,000 products
- Novel technologies and world-class solutions driving discoveries

Electronics

- Innovations to change the way we access, store, process and display data
- Enabler of new generations of electronic products for our everyday lives
- Suppler of innovative, functional and decorative pigments



Across sector advancements in engineering, biology and medicine Create a new industry – fueled by data & digital



Source: https://innovationisrael.org.il/en/reportchapter/bio-convergence, quotes from BiCO (https://bico.com/bio-convergence/)

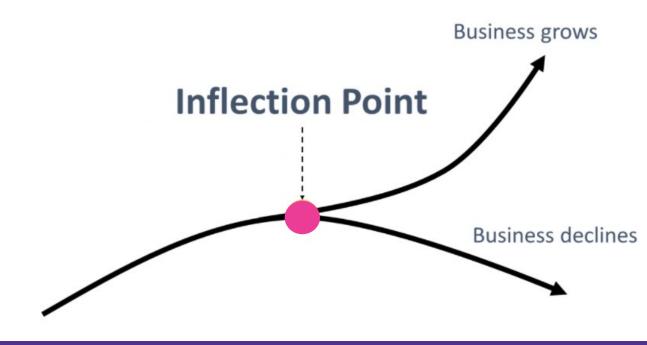
Rapid genome sequencing is one of the reasons that multiple COVID-19 vaccines were developed so quickly.

> **Bio-convergence** is the future of healthcare, a future that promises targeted, **personalized treatment**, cures for illnesses, and hope for better, more accessible care worldwide.

> > PREK

The Core of Tech Scouting

Is all about early identification & exploitation of Inflection Points



Source: Andy Grove, Only the Paranoid Survive

In 1965, the average tenure of companies on the S&P 500 was 33 years. By 1990, it was 20 years. It's forecast to shrink to 14 years by 2026.

About 50 percent of the S&P 500 will be replaced over the next 10 years! Source: https://www.innosight.com/insight/creative-destruction/

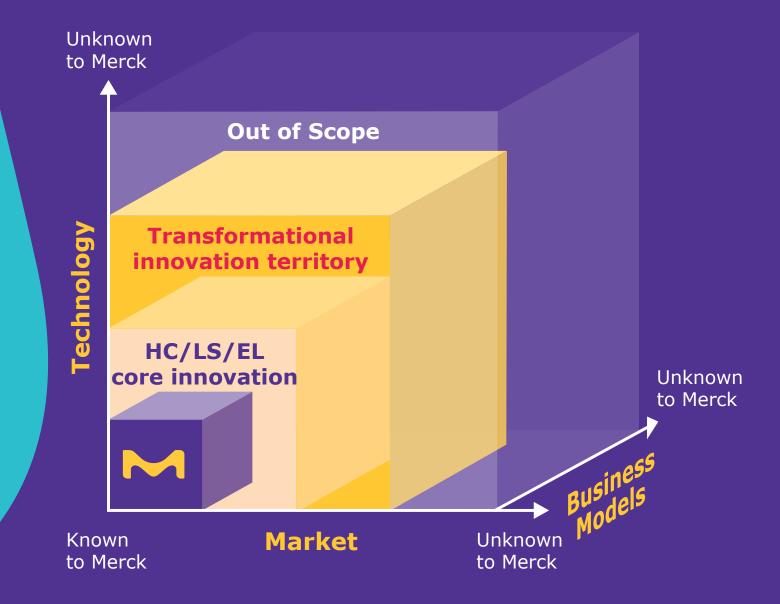
Inflection Point Examples

- Disruptive technology introduction
- Technology convergence
- Technology capability tipping point
- New product usage models
- New market entrants
- Value chain shifts
- Substitute products
 - Geopolitical changes
 - Pandemics

-...



Expanding our innovation territory to push our limits and unlock value



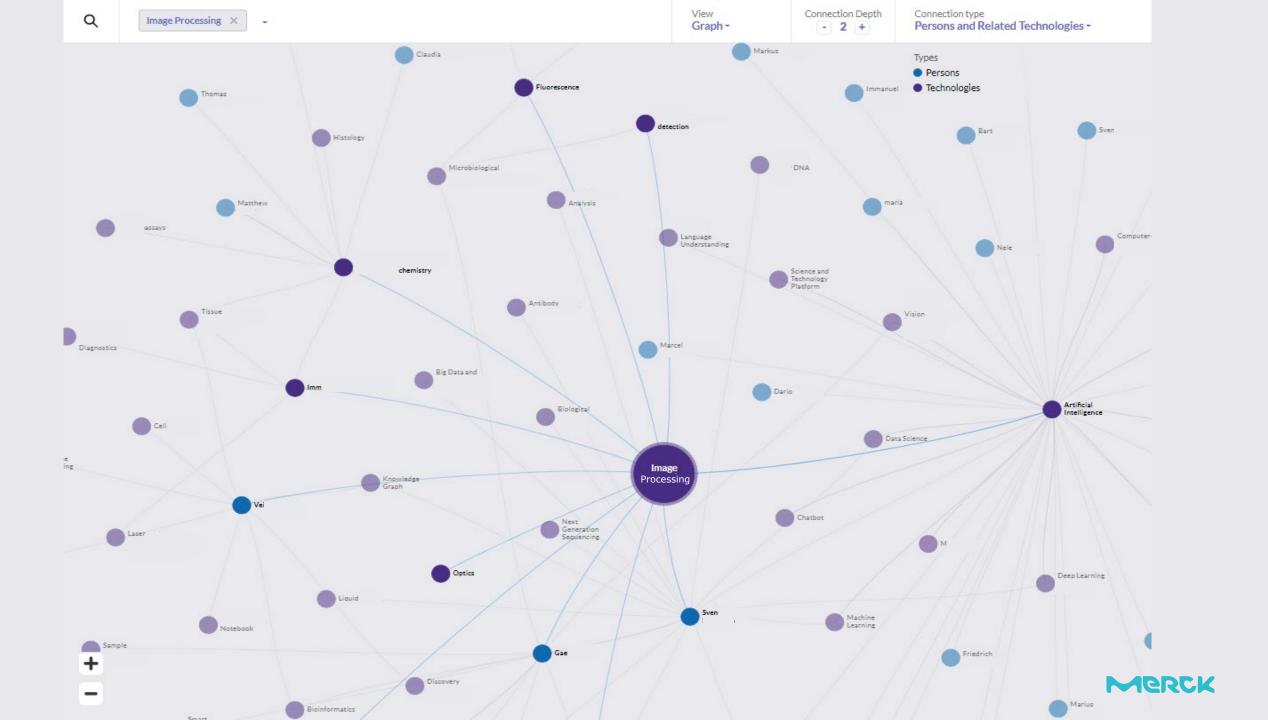


Science & Technology Platforms (STP): the digital 'Knowledge Express' Internal tech. database accelerates collaboration!

| powered by Merck Innovation Center | Home Cluste | er List Explore + Add techno | ology 💄 |
|---|--|---|------------|
| | Q "SCIENCE & TECHNOLOGY PLATFORM" X | | |
| My technologies My technologies Algae Macroalgae Single Celled Algae Caenorhabditis elegans | Add Post | New users last 30 d 146 | ays |
| Functional Lipids in Culture Media Merck Innovation Center | Filter feed: All Newscast Posts Questions Success stories | Most recent Technology Microbiological Cultu | |
| ✓ Expand Followed technologies & users | Newscast found an article for The Future is Green and a mark 2 hours ago Green chemistry and sustainable chemistry slightly different or two peas in the same pod? | You might like to follow | ☆ Follow × |
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| SC Single Crystal | Like Ø Hide Comment Share | sonart contir manu | ☆ Follow X |
| ✓ Expand | The relationship among corporate social responsibility, sustainability and organizational performance in pharmaceutical sector: a literature review Purpose This study aims to review the extant literature in pharmaceutical sector on corporate social | More recommendations | |







DECISION SUPPORT EMPOLIS KNOWLEDGE EXPRESS®

What if your company knew what it knows?

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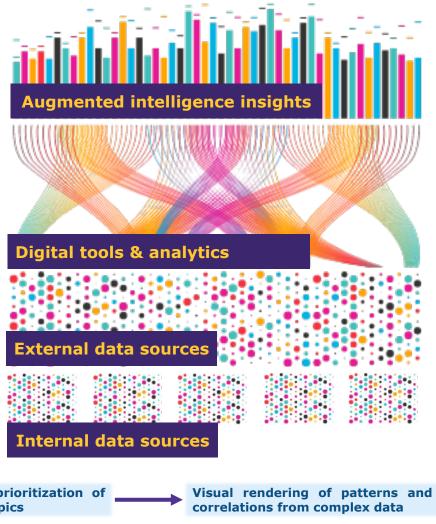




How Merck Sectors will benefit from Unified Radar

Enhancing innovation per €uro spent with a cost-effective approach

- \succ Identifying the opportunities available within & **beyond our sectors**: Leverage our unique diversity of talent
- > With a central hub that stores all up-to-date information, sectors can analyze the data with minimal effort, decision-makers can swiftly access accurate data with ease.
- > Centralized data access from **variety of open-source** & commercial databases & digital tools
- > Cooperation across sectors by breaking the data silos & integrating Merck internal databases



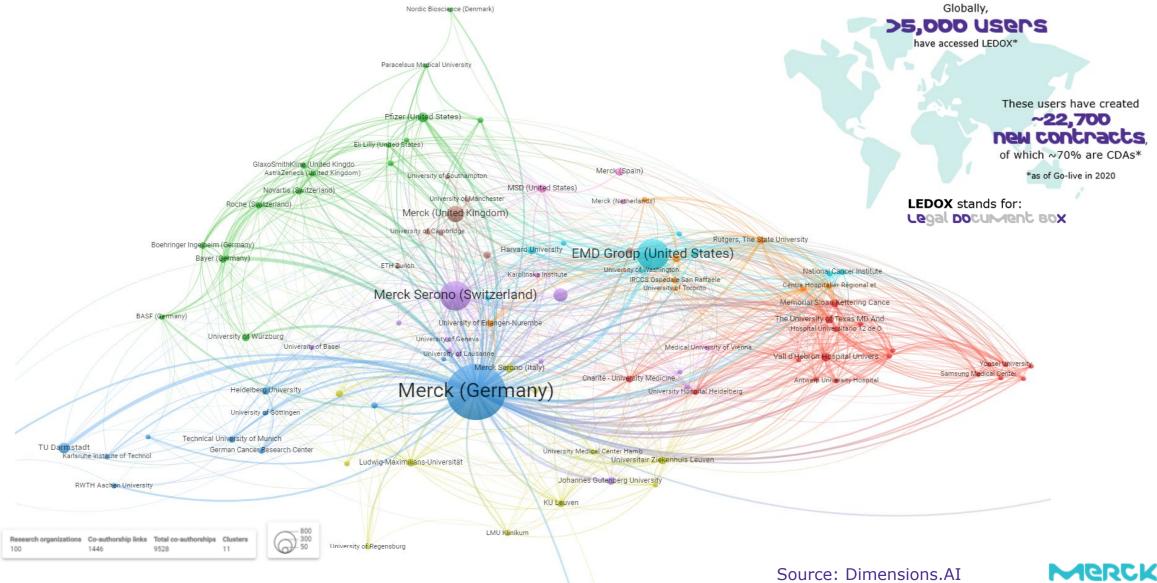


Sector-specific/Personalized searches

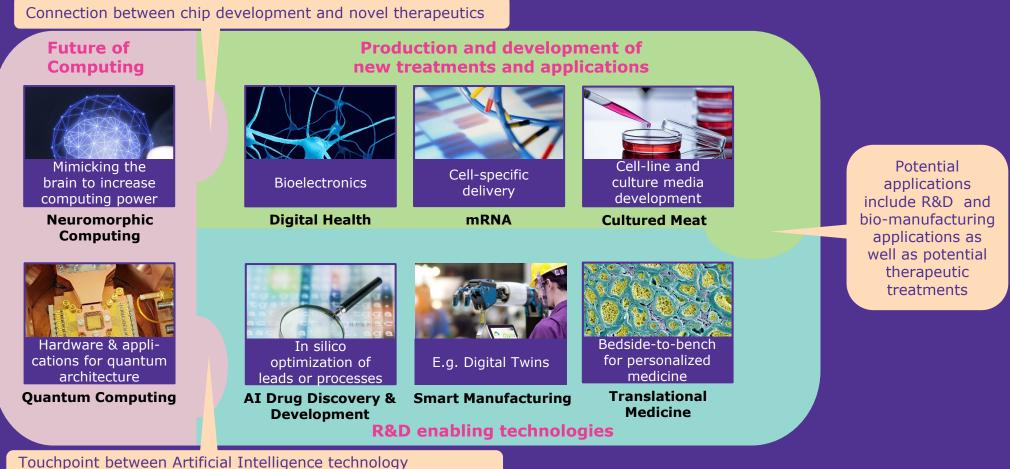
Input of statistical methods into conducting evaluations

ML-based prioritization of trending topics

Transfer in Action: Academics, Companies, Institutions, Gov's... Visible in Merck Co-Authored Publications



Megatrends that change the game and offer opportunities within and beyond our core business



application area and hardware suppliers



