



Developing an M&A Playbook

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Agenda

- 1** M&A in Life Sciences
- 2** Merck & Co., Inc. Experience
- 3** Developing Playbook for Process Efficiencies
- 4** Lessons Learned
- 5** M&A Playbook Business Impact

A Look Ahead at M&A in Life Sciences



**\$350-400
million**

Expected M&A
activity in 2022



*We should see an **exceptional level of activity** across all sectors in 2022 as companies look to further their growth agenda.*

Glenn Hunzinger

US Pharmaceutical & Life Sciences Consulting Solutions Leader

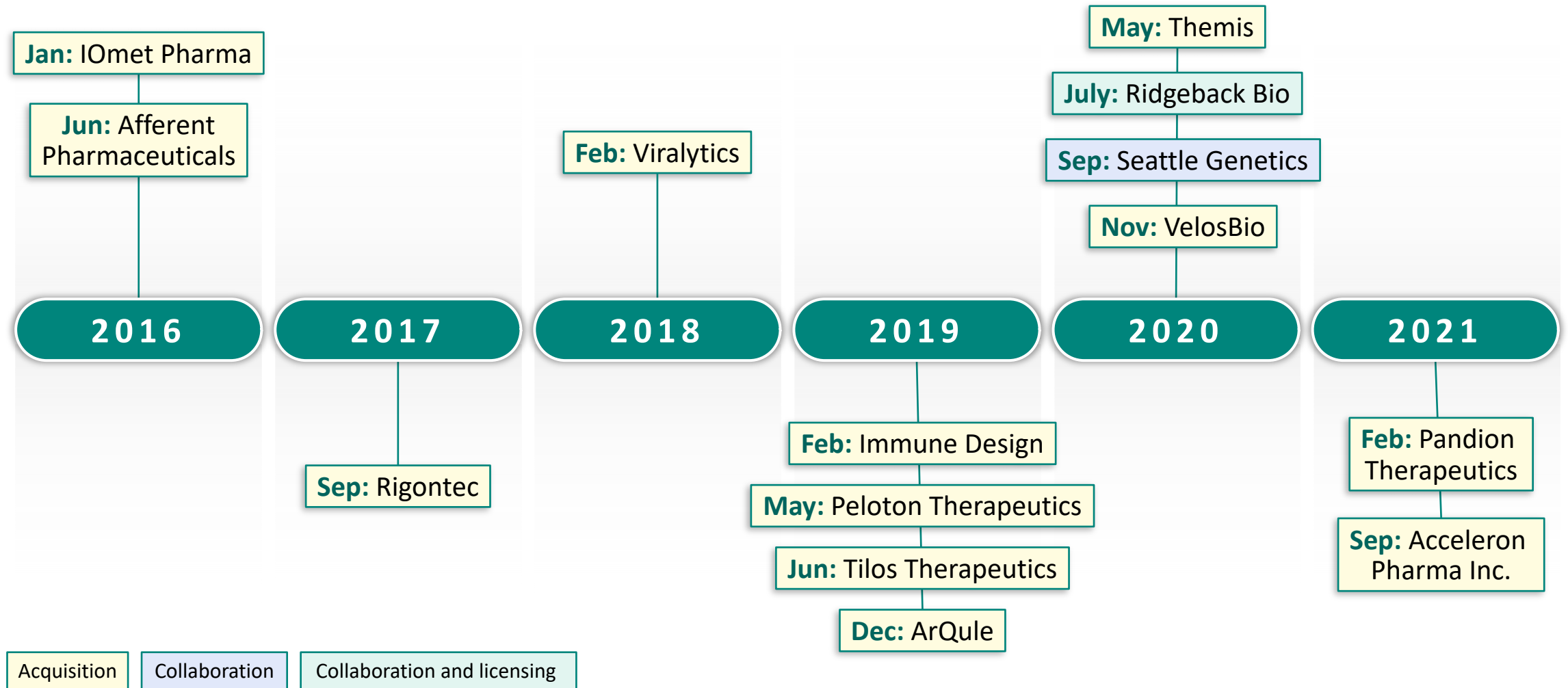


Strategic business development is a top priority for Merck as we look to drive sustainable growth and further bolster and balance our pipeline with breakthrough science.

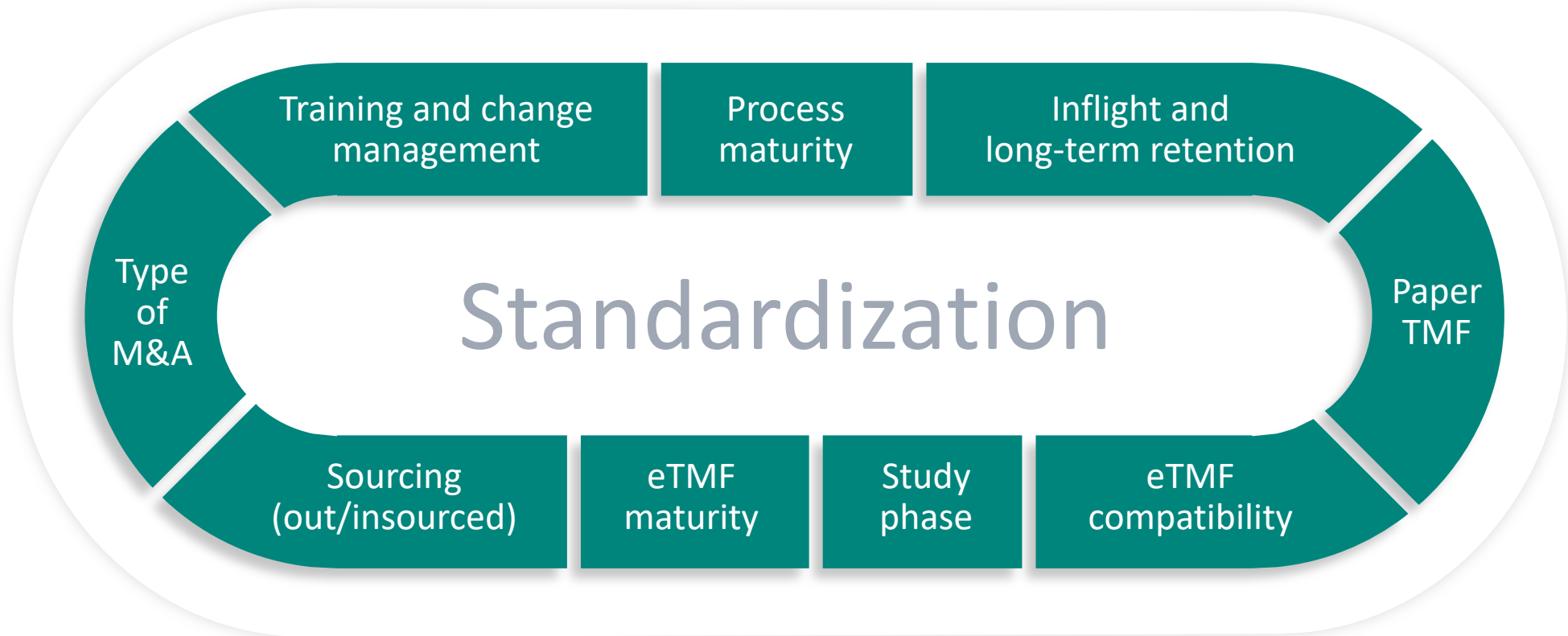
Rob Davis, chief executive officer and president



Recent Experience: Acquisition and Collaboration Announcements



Developing M&A Playbook to Drive Process Efficiencies



Lessons Learned

Devil in the details



Know the priority



Resourcing across functional areas



Storyboarding



Like inspections, each one is different



Importance of history



Financial considerations



Pain of going off script



Open communication with *all* involved



M&A Playbook Business Impact

1

Expedite integration activities with standardized steps and tools

2

Reduce work waste and spend by ensuring integration team alignment

3

Simplify inspection activities by reducing variance between integrations

Thank You & Questions

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