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Dear Partner:

As a valued partner, I am writing to let you know that today Merck announced its plans to aggressively transform so we can focus on growth opportunities, improve efficiencies and reduce operating costs. We have prioritized our pipeline and product portfolio and will change the way the company operates in every aspect of our business.

As you can see, we are looking to the future and aligning our finite resources around opportunities that will help us better serve customers and patients. Our transformation efforts will include eliminating redundancies, focusing on core capabilities and improving our supply performance. We remain thoroughly committed to being a world class supply organization that delivers compliant, reliable supply on time and at a competitive cost to our customers and patients around the world.

As key partners in our mutual success, I wanted you to be aware of Merck's announcement, and share with you that relevant details will continue to be shared with you, as we move forward.

We will continue to work with our suppliers and partners as Merck transitions to support its changing pipeline and product needs. We want to be sure that we have the right resources aligned to the right work that are meeting the right needs. Because even as the company puts its transformative plans into effect, one thing that will not change is Merck's mission to discover, develop and provide innovative products and services that improve and save lives around the world.

Please reach out to your Merck Global Supplier Management liaison should you have any questions. Thank you for your continued focus and delivery excellence in supply to Merck.

Be Well,

A handwritten signature in black ink, appearing to be "Q. Roach", written in a cursive style.