



Biopharmaceuticals Investor & Analyst Day

Strategic perspective on Merck KGaA, Darmstadt, Germany

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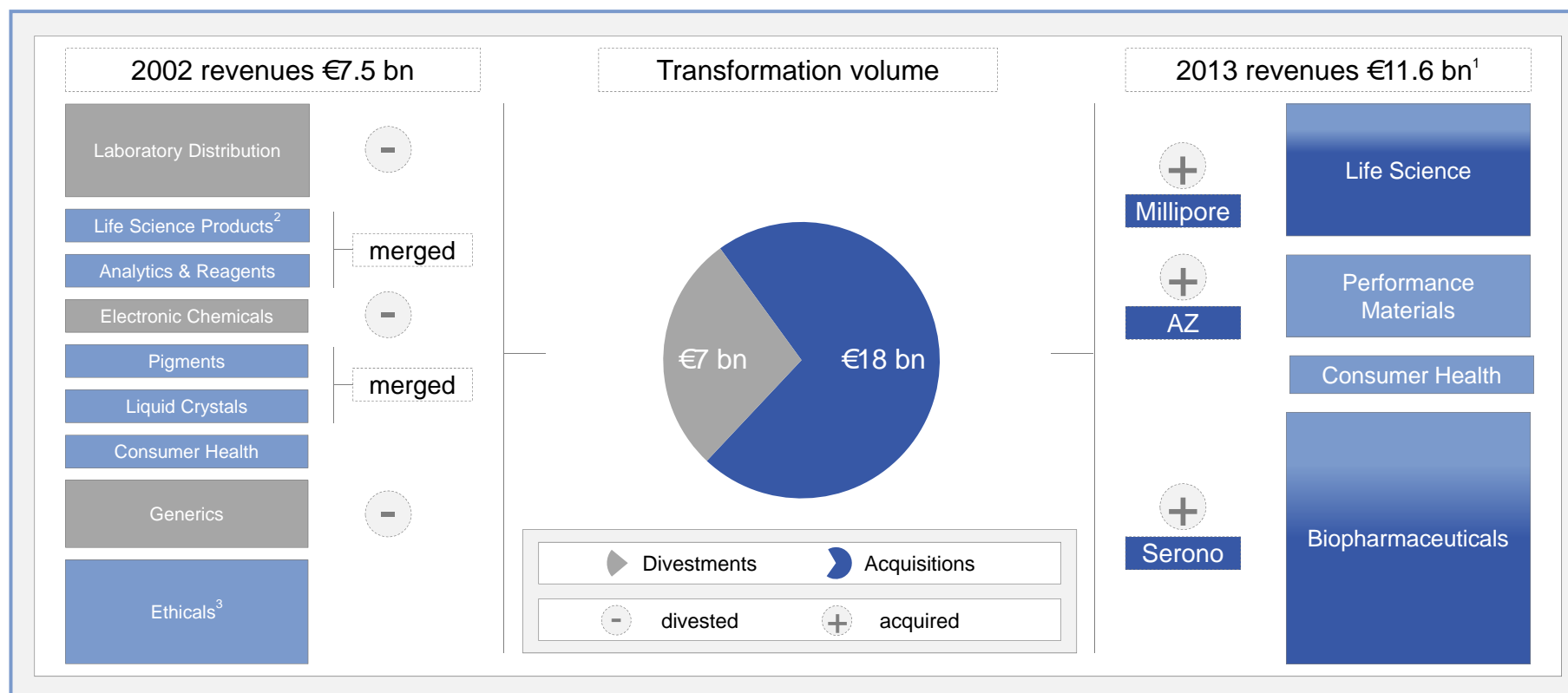
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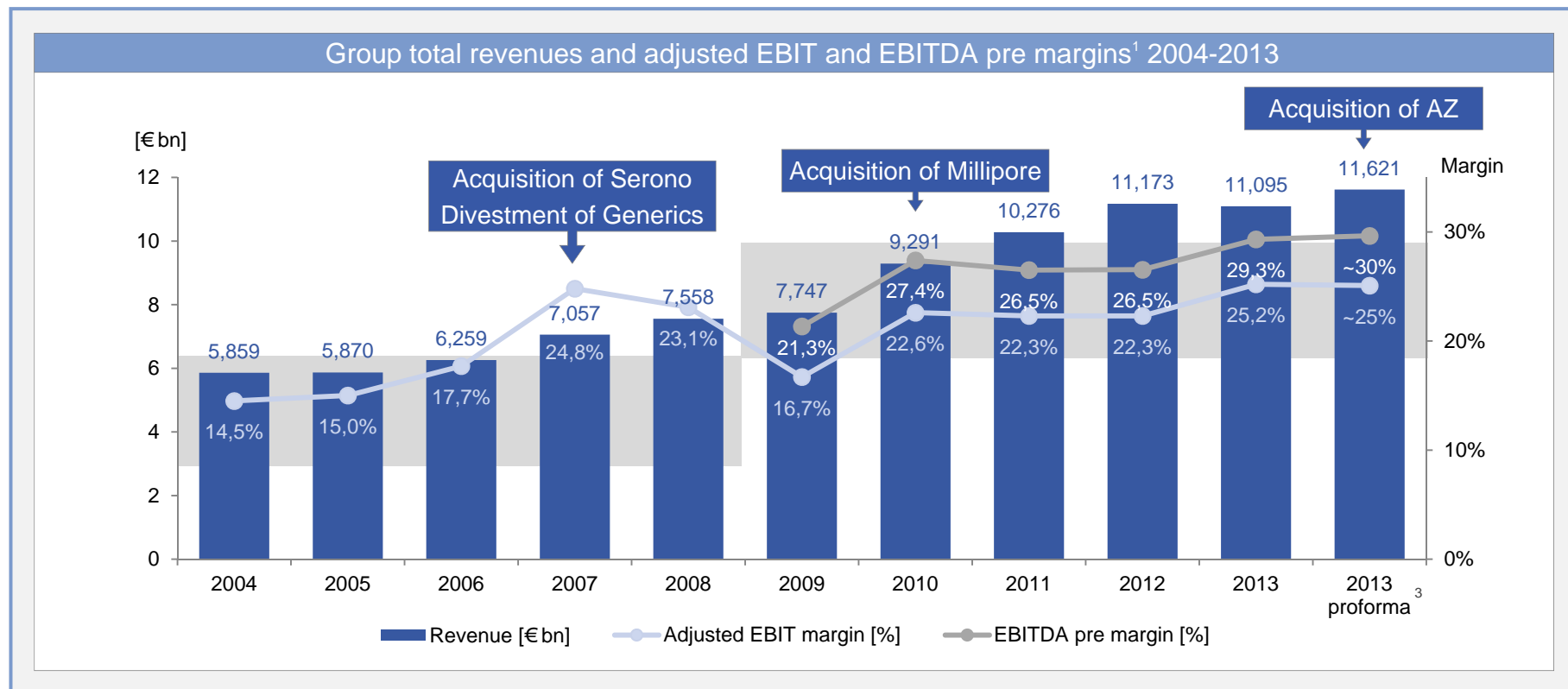
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We have added scale while strengthening the attractiveness of our portfolio



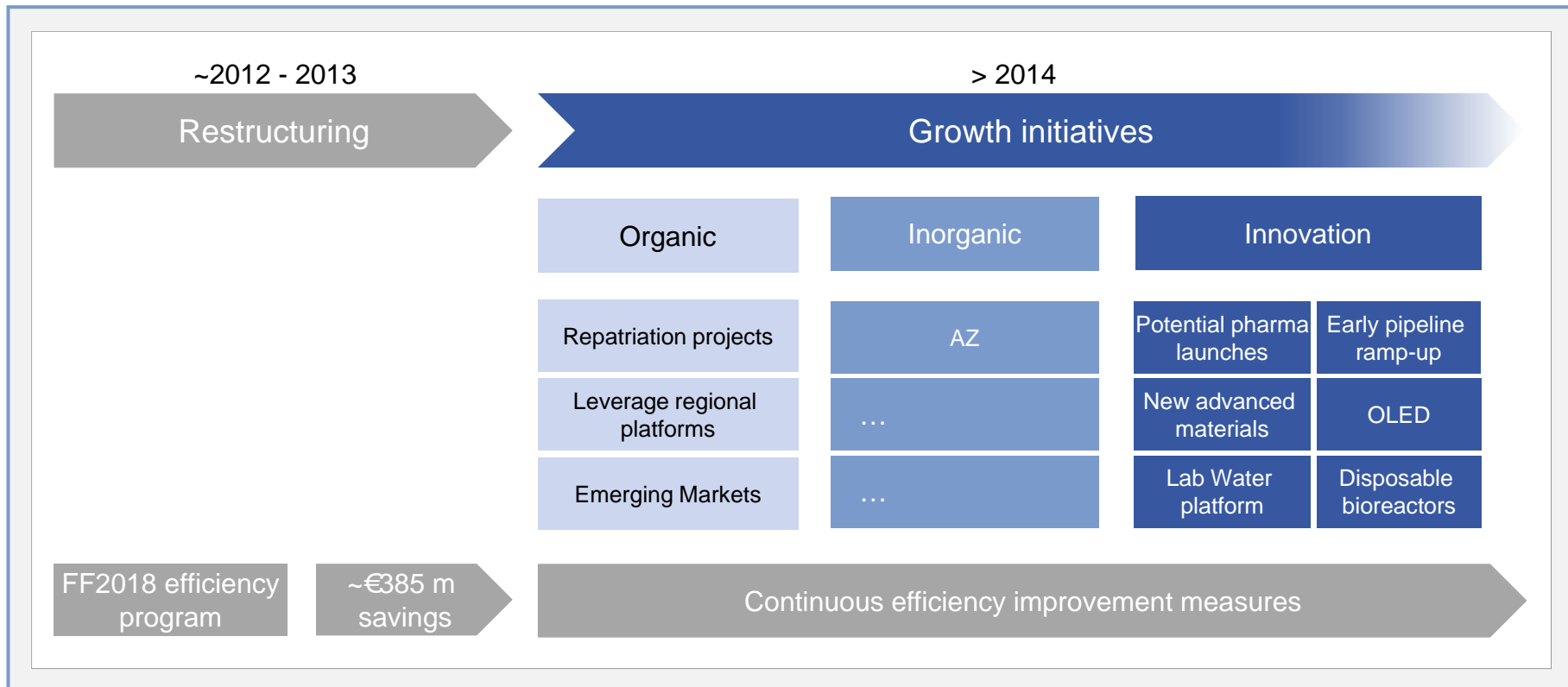
¹Proforma figure including FY 2013 sales of AZ Electronic Materials acquired as of 2 May 2014, ²Excluding "Crop Bioscience", which was divested; ³Excluding "Theramex", which was divested

The stronger portfolio has enabled our company to fundamentally improve its profitability

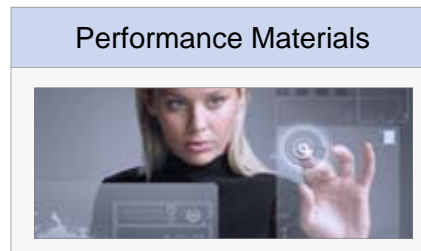


¹Adjusted EBIT² divided by total revenues; ²Adjusted EBIT is EBIT less costs related to acquisitions (amortization and impairments of intangible assets, and integration costs) and less exceptionals;
³Pro-forma calculation based on published FY 2013 results for Merck KGaA, Darmstadt, Germany (including proforma AZ Electronic Materials and 100% of expected synergies); including Corporate+Other

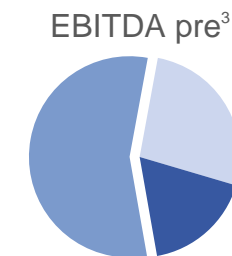
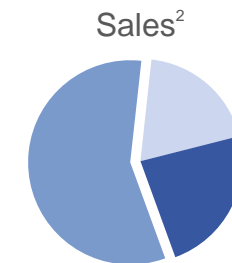
Strategic agenda beyond 2014 – Focus on growth



The Group portfolio will remain diversified



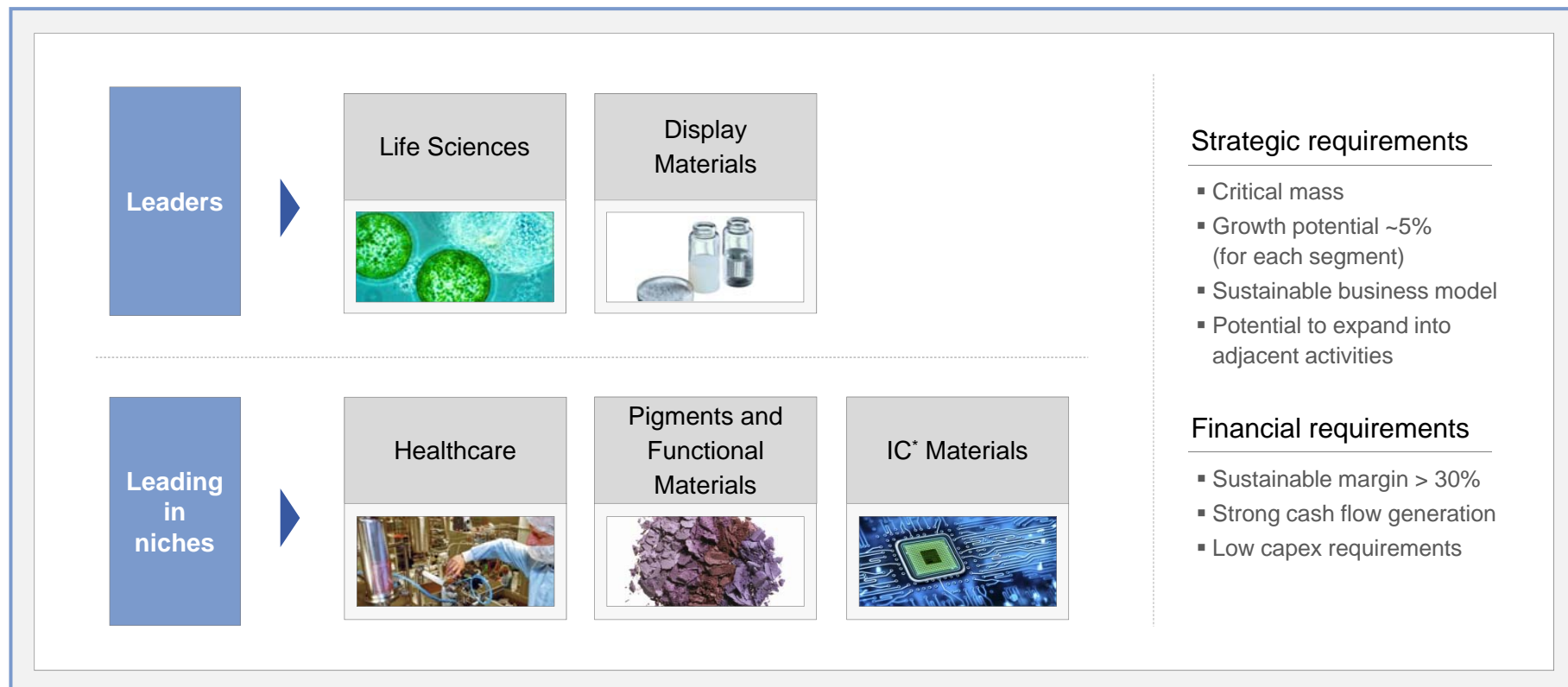
- Diversification and risk management
- Attractive markets
- High-margin businesses
- Overlapping core competencies (meeting customer needs, innovation, regulated markets, quality, lifecycle management, handling of portfolio and product complexity)
- Company's heritage



◆ Healthcare
◆ Performance Materials
◆ Life Sciences

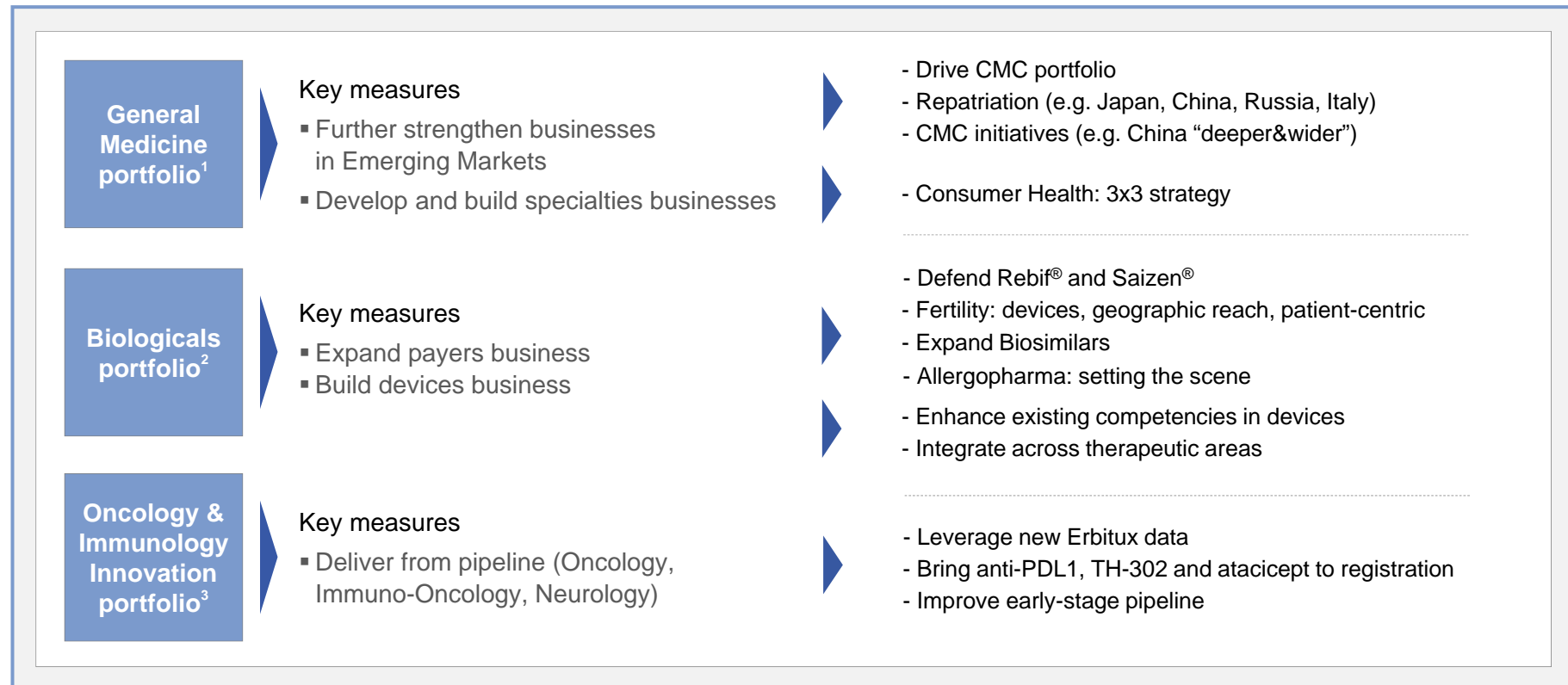
¹Healthcare includes Biopharmaceuticals and Consumer Health; ²Proforma calculation based on published figures for FY 2013 for Merck KGaA, Darmstadt, Germany and AZ Electronic Materials
³Proforma calculation including AZ Electronic Materials and 100% expected synergies; excluding Corporate+Other

All businesses in our portfolio have to meet stringent criteria



*Integrated Circuit

Strategic priorities to drive growth in Healthcare



¹Includes Thyroids, General Medicine/CMC, Consumer Health; ²Includes Rebif®, Fertility, Endocrinology, Biosimilars, Allergopharma

³Includes Erbitux, Other oncology

Strategic priorities to drive growth in Performance Materials and Life Sciences

Performance Materials

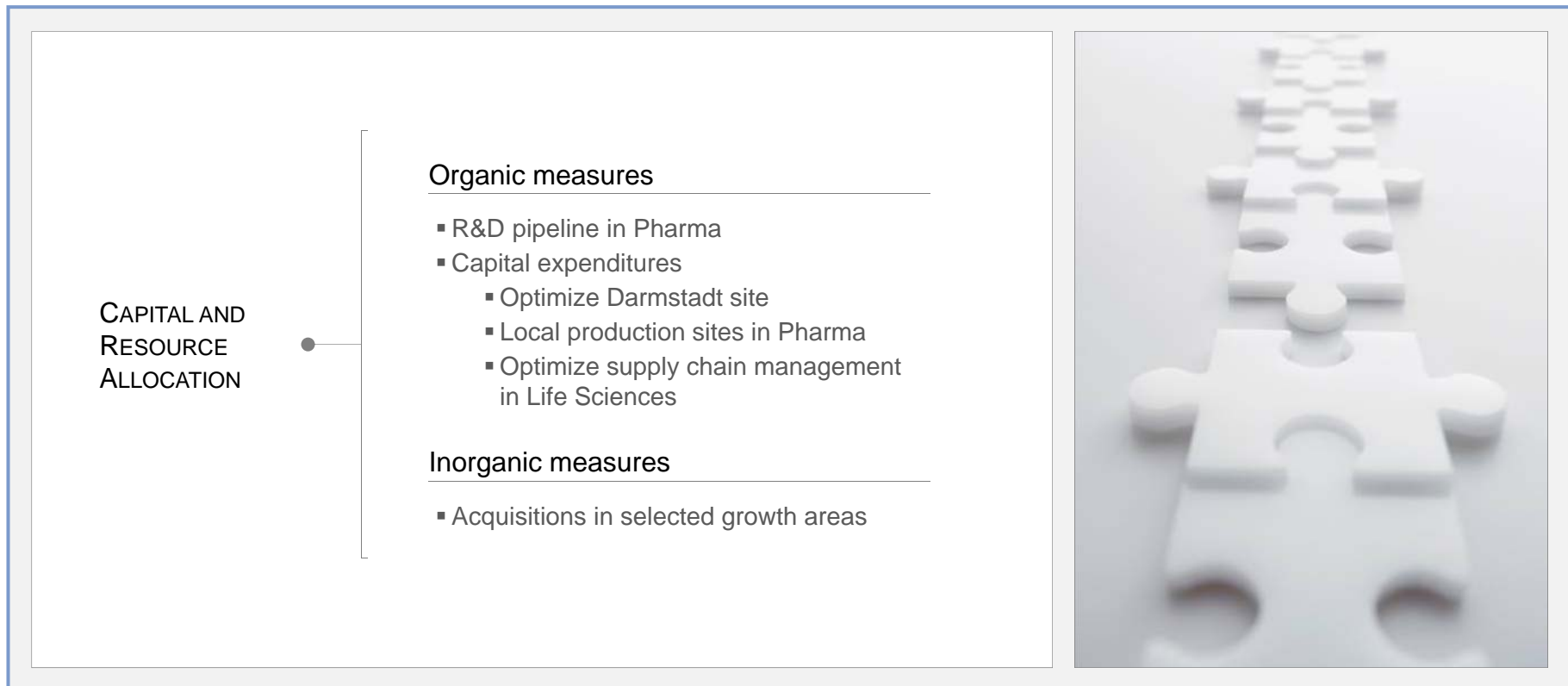
- Sustain leadership position in Liquid Crystals
- Achieve top 3 position in OLED display technology; prepare entry into lighting
- Develop Integrated Circuits business
- Leverage synergies between AZ Electronic Materials and Merck, KGaA, Darmstadt, Germany
- Drive Functional Materials; maintain market position in other activities
- Build new businesses (Advanced Technologies)

Life Sciences

- Invest in building Lab business market share as basis to leverage other businesses
- Drive Process Solutions through innovation
- Selected migration to other areas



Priorities for capital and resource allocation



Key focus of the event – What to expect from the day

Merck KGaA
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Strategic update on Biopharmaceuticals

Operational overview of existing business

Detailed information on pipeline and biosimilars

Financial perspective



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