Organon

First Quarter 2025 Earnings

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Disclaimer statement

Cautionary Note Regarding Forward-Looking Statements

Except for historical information, this presentation includes “forward-looking statements” within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995, including, but not limited to, statements about management’s expectations about Organon’s future financial performance and prospects, including expectations regarding regulatory approvals (including the timing and outcome thereof) and product launch dates, potential benefits of Organon’s non-U.S. manufacturing locations, full-year 2025 guidance estimates and predictions regarding other financial information and metrics, expectations regarding Organon’s collaborations with third parties, and franchise and product performance and strategy expectations for future periods. Forward-looking statements may be identified by words such as “guidance,” potential,” “should,” “continue,” “will,” “continue,” “expects,” “intends,” “plans,” “believes,” “future,” “estimates,” “opportunity,” “path,” or words of similar meaning. These statements are based upon the current beliefs and expectations of the company’s management and are subject to significant risks and uncertainties. If underlying assumptions prove inaccurate, or risks or uncertainties materialize, actual results may differ materially from those set forth in the forward-looking statements.

Risks and uncertainties include, but are not limited to, expanded brand and class competition in the markets in which Organon operates; trade protection measures and import or export licensing requirements, including the direct and indirect impacts of tariffs (including any potential pharmaceutical sector tariffs), trade sanctions or similar restrictions by the United States or other governments; changes in U.S. and foreign federal, state and local governmental funding allocations including the timing and amounts allocated to Organon’s customers and business partners; economic factors over which Organon has no control, including changes in inflation, interest rates, recessionary pressures, and foreign currency exchange rates; market volatility, downgrades to the U.S. government’s sovereign credit rating or its perceived creditworthiness, changing political or geopolitical conditions, market contraction, boycotts, and sanctions, as well as Organon’s ability to successfully manage uncertainties related to the foregoing; difficulties with performance of third parties Organon relies on for its business growth; the failure of any supplier to provide substances, materials, or services as agreed; the increased cost of supply, manufacturing, packaging, and operations; difficulties developing and sustaining relationships with commercial counterparties; competition from generic products as Organon’s products lose patent protection; any failure by Organon to retain market exclusivity for *Nexplanon*® (etonogestrel implant) or to obtain an additional period of exclusivity in the United States for Nexplanon subsequent to the expiration of the rod patents in 2027; the continued impact of the September 2024 LOE for *Atozet*™ (ezetimibe and atorvastatin); restructurings or other disruptions at the U.S. Food and Drug Administration (“FDA”), the U.S. Securities and Exchange Commission (“SEC”) and other U.S. and comparable government agencies; difficulties and uncertainties inherent in the implementation of Organon’s acquisition strategy or failure to recognize the benefits of such acquisitions; pricing pressures globally, including rules and practices of managed care groups, judicial decisions and governmental laws and regulations related to Medicare, Medicaid and health care reform, pharmaceutical reimbursement and pricing in general; the impact of higher selling and promotional costs; changes in government laws and regulations in the United States and other jurisdictions, including laws and regulations governing the research, development, approval, clearance, manufacturing, supply, distribution, and/or marketing of our products and related intellectual property, environmental regulations, and the enforcement thereof affecting Organon’s business; efficacy, safety or other quality concerns with respect to our marketed products, whether or not scientifically justified, leading to product recalls, withdrawals or declining sales; delays or failures to demonstrate adequate efficacy and safety of Organon’s product candidates in pre-clinical and clinical trials, which may prevent or delay the development, approval, clearance, or commercialization of Organon’s product candidates; future actions of third parties, including significant changes in customer relationships or changes in the behavior and spending patterns of purchasers of health care products and services, including delaying medical procedures, rationing prescription medications, reducing the frequency of physician visits and forgoing health care insurance coverage; legal factors, including product liability claims, antitrust litigation and governmental investigations, including tax disputes, environmental claims and patent disputes with branded and generic competitors, any of which could preclude commercialization of products or negatively affect the profitability of existing products; lost market opportunity resulting from delays and uncertainties in clinical trials and the approval or clearance process of the FDA and other regulatory authorities; the failure by Organon or its third party collaborators and/or their suppliers to fulfill our or their regulatory or quality obligations, which could lead to a delay in regulatory approval or commercial marketing of Organon’s products; cyberattacks on, or other failures, accidents, or security breaches of, Organon’s or third-party providers’ information technology systems, which could disrupt Organon’s operations and those of third parties upon which it relies; increased focus on privacy issues in countries around the world, including the United States, the European Union, and China, and a more difficult legislative and regulatory landscape for privacy and data protection that continues to evolve with the potential to directly affect Organon’s business, including recently enacted laws in a majority of states in the United States requiring security breach notification; changes in tax laws including changes related to the taxation of foreign earnings; the impact of any future pandemic, epidemic, or similar public health threat on Organon’s business, operations and financial performance; loss of key employees or inability to identify and recruit new employees; changes in accounting pronouncements promulgated by standard-setting or regulatory bodies, including the Financial Accounting Standards Board and the SEC, that are adverse to Organon; and volatility of commodity prices, fuel, shipping rates that impact the costs and/or ability to supply Organon’s products.

The company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise. Additional factors that could cause results to differ materially from those described in the forward-looking statements can be found in the company’s filings with the SEC, including the company’s most recent Annual Report on Form 10-K and subsequent SEC filings, available at the SEC’s Internet site (www.sec.gov).

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Disclaimer statement, cont.

Cautionary Note Regarding Non-GAAP Financial Measures

This presentation contains "non-GAAP financial measures," which are financial measures that either exclude or include amounts that are correspondingly not excluded or included in the most directly comparable measures calculated and presented in accordance with U.S. generally accepted accounting principles ("GAAP"). Specifically, the company makes use of the non-GAAP financial measures Adjusted EBITDA, Adjusted EBITDA margin, Adjusted gross margin, Adjusted gross profit, Adjusted net income, and Adjusted diluted EPS, which are not recognized terms under GAAP and are presented only as a supplement to the company's GAAP financial statements. This presentation also provides certain measures that exclude the impact of foreign exchange. We calculate foreign exchange by converting our current-period local currency financial results using the prior period average currency rates and comparing these adjusted amounts to our current-period results. The company believes that these non-GAAP financial measures help to enhance an understanding of the company's financial performance. However, the presentation of these measures has limitations as an analytical tool and should not be considered in isolation, or as a substitute for the company's results as reported under GAAP. Because not all companies use identical calculations, the presentations of these non-GAAP measures may not be comparable to other similarly titled measures of other companies. Please refer to Slides 17-19 of this presentation for additional information, including relevant definitions and reconciliations of non-GAAP financial measures contained herein to the most directly comparable GAAP measures.

In addition, the company's full-year 2025 guidance measures (other than revenue) are provided on a non-GAAP basis because the company is unable to reasonably predict certain items contained in the GAAP measures. Such items include, but are not limited to, acquisition-related expenses, restructuring and related expenses, stock-based compensation, the ultimate outcome of legal proceedings, unusual gains and losses, the occurrence of matters creating GAAP tax impacts and other items not reflective of the company's ongoing operations.

The company's management uses the non-GAAP financial measures described above to evaluate the company's performance and to guide operational and financial decision making. Further, the company's management believes that these non-GAAP financial measures, which exclude certain items, help to enhance its ability to meaningfully communicate its underlying business performance, financial condition and results of operations.

See Slides 17-19 of this presentation for a reconciliation of non-GAAP measures.

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First Quarter 2025 highlights

- Revenue of $1.5 billion, down 4% ex-FX, consistent with phasing of LOE of *Atozet*
- Diluted EPS of $0.33; Adj. Diluted EPS of $1.02
- Adj. EBITDA of $484 million, representing 32.0% Adjusted EBITDA margin
- Full year 2025 financial guidance affirmed

See Slides 17-19 of this presentation for a reconciliation of non-GAAP measures.

LOE = Loss of Exclusivity

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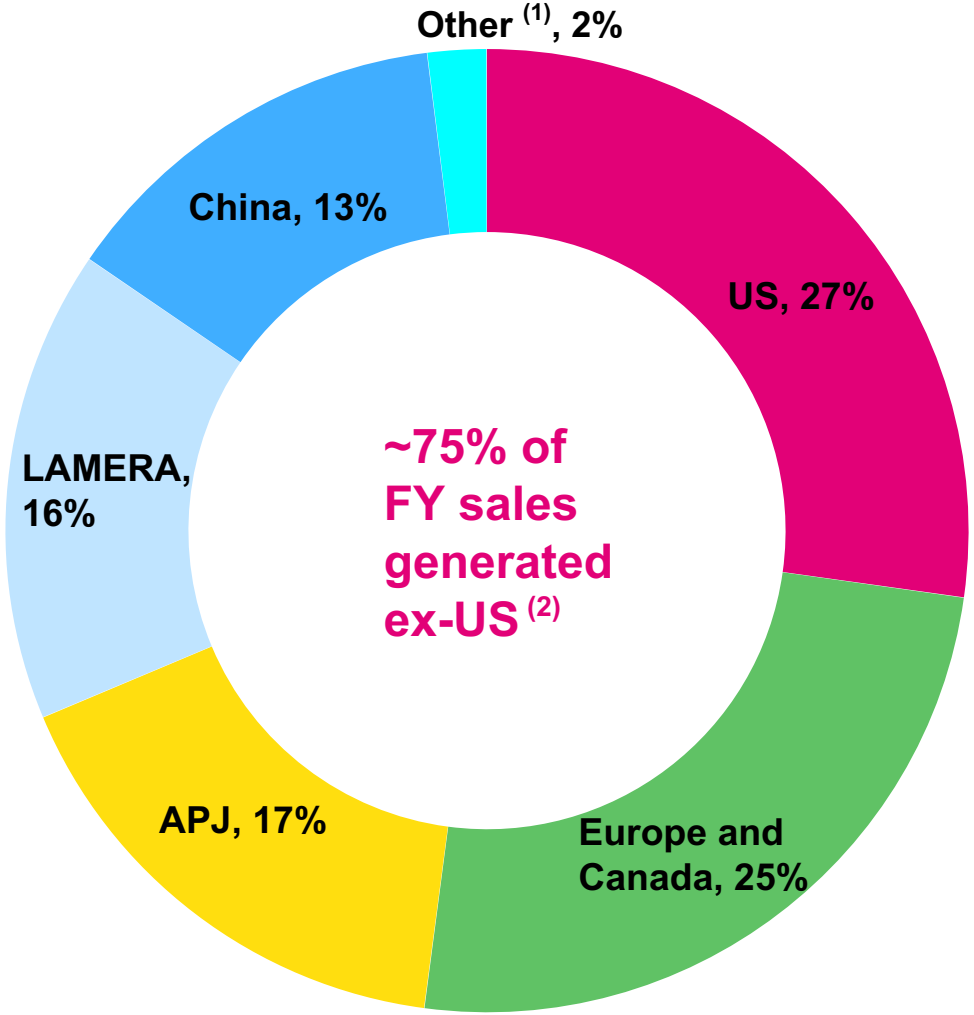
U.S. represents ~1/4 of total Organon revenue



Totals may not foot due to rounding, and percentages are computed using unrounded amounts.
(1) "Other" includes manufacturing sales to third parties.
(2) Above chart based on Q1 2025 revenue

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Women's Health

- Franchise **growth of 12%**
- ***Nexplanon*** on track to achieve **>$1 billion of revenue in 2025**

Revenues $ mil	Q1-25	Q1-24	Act VPY	Ex-FX VPY
Nexplanon ® (contraception)	248	220	13%	14%
Marvelon™/ Mercilon™ (contraception)	39	33	19%	21%
NuvaRing ® (contraception)	22	38	(43)%	(41)%
Follistim AQ ® (fertility)	69	46	49%	52%
Ganirelix Acetate Injection (fertility)	27	29	(6)%	(4)%
Jada ® (device)	15	13	20%	20%
Other Women's Health products	43	43	— %	4%
Total Women's Health	**463**	**422**	**10%**	**12%**

Totals may not foot due to rounding. Trademarks appearing above in italics are trademarks of, or are used under license by, the Organon group of companies.

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Biosimilars

- ***Renflexis*** **and** ***Ontruzant*** at mature phase of lifecycle
- ***Hadlima, Tofidence*** partial offsets in 2025
- Potential U.S. denosumab launch late 2025

Revenues $ mil	Q1-25	Q1-24	Act VPY	Ex-FX VPY
Renflexis ®	57	69	(18)%	(17)%
Hadlima ®	47	30	55%	57%
Ontruzant ®	18	39	(54)%	(54)%
Brenzys™	14	24	(39)%	(35)%
Aybintio™	5	8	(33)%	(30)%
Biosimilars	**141**	**170**	**(17)%**	**(15)%**

Totals may not foot due to rounding. Trademarks appearing above in italics are trademarks of, or are used under license by, the Organon group of companies.
In March 2025, Organon acquired from Biogen the regulatory and commercial rights in the United States for Tofidence® (tocilizumab-bavi), a biosimilar to Actemra (tocilizumab).

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Established Brands

- ***Emgality, Vtama* offsetting factors** to *Atozet* LOE in 2025
- ***Vtama*** Q1 sales of $24M; **on track to deliver $150M** of revenue for full year

Revenues $ mil	Q1-25	Q1-24	Act VPY	Ex-FX VPY
Cardiovascular	274	365	(25)%	(22)%
Respiratory	236	277	(15)%	(13)%
Non-Opioid Pain, Bone & Derm	217	216	1%	4%
Other [(1)]	159	144	11%	16%
Total Est. Brands	**887**	**1,001**	**(11)%**	**(8)%**

Totals may not foot due to rounding.
*(1) "Other" includes sales of **Emgality**® (galcanezumab-gnlm) in those countries in which Organon has the rights to distribute and promote the product.*
***Emgality** is a trademark of Eli Lilly and Company (used under license).*

LOE = Loss of Exclusivity

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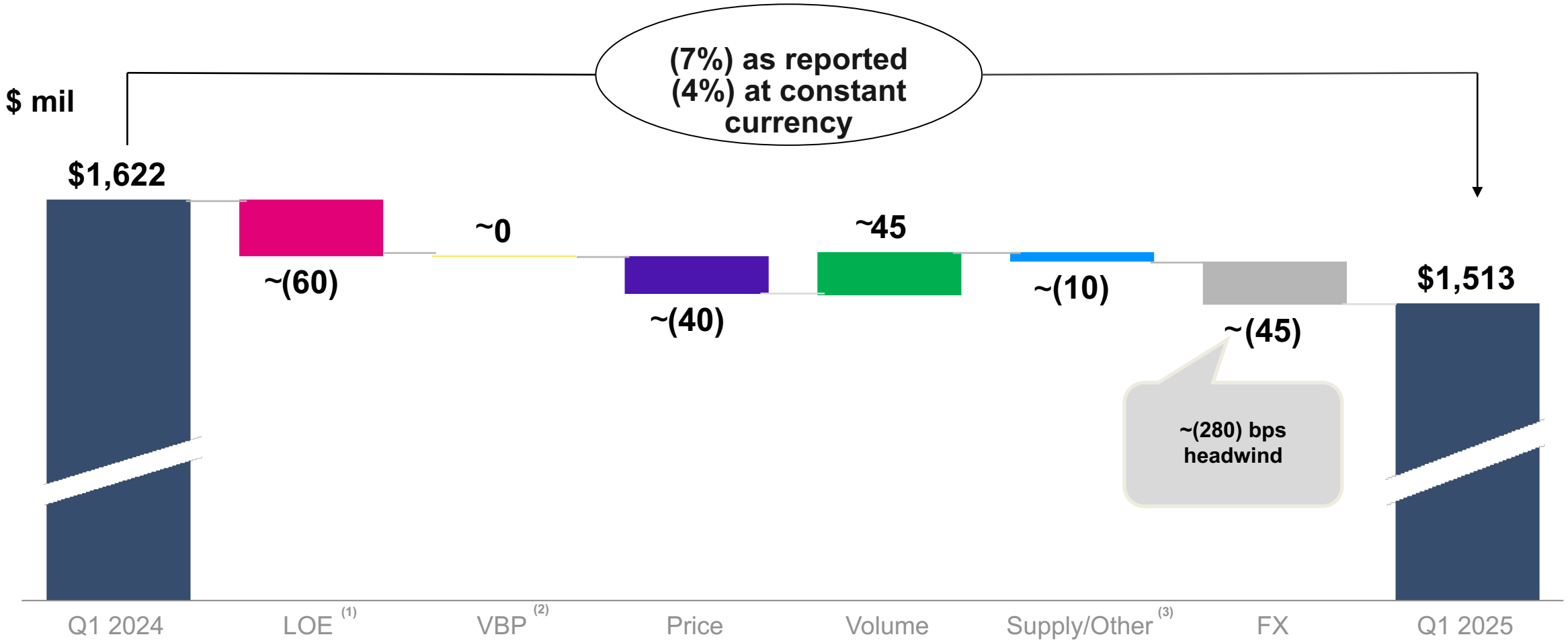
Atozet LOE headwind will persist through Q3 2025



(1) LOE = Loss of Exclusivity
(2) VBP = Volume Based Procurement
(3) "Other" includes manufacturing sales to third parties.

Strong Q1 margin driven by timing of op-ex spend

All numbers presented on non-GAAP basis except revenue and IPR&D [1]	Q1-25	Q1-24	Actual VPY
Revenue	**1,513**	**1,622**	**(7)%**
Cost of sales	579	615	(6)%
Adjusted Gross profit	**934**	**1,007**	**(7)%**
Selling, general and administrative	395	373	6%
R&D	88	106	(17)%
Acquired IPR&D and milestones	6	15	—%
Total research and development including IPR&D and milestones	94	121	(22)%
Total operating expense	**489**	**494**	**(1)%**
Adjusted EBITDA	**484**	**538**	**(10)%**
Adjusted diluted EPS	1.02	1.22	(17)%
Adjusted Gross margin	***61.7%***	***62.1%***	
Adjusted EBITDA margin	***32.0%***	***33.2%***	

(1) See Slides 17-19 of this presentation for a reconciliation of non-GAAP measures to their respective GAAP measures. Cost of sales excludes amortization.

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Q1 FCF seasonally light, but improved over 2024

(USD millions)	Q1 2025	Q1 2024
Adjusted EBITDA	$484	$538
Less: Net cash interest expense	(41)	(65)
Less: Cash taxes	(25)	(50)
Less: Change in net working capital	(240)	(291)
Less: CapEx	(32)	(23)
Free Cash Flow Before One-Time Costs	**$146**	**$109**
Less: One-time spin-related costs	—	(62)
Less: MSA exit, restructuring, legal settlement, other one-time costs [1]	(75)	(41)
Free Cash Flow [2]	**$71**	**$6**

Year-over-year improvement driven by:

- Lower interest rates, timing of interest and cash tax payments
- Active working capital management
- 2024 marked conclusion of spin-related costs

1) 2025 includes cash payments associated with restructuring initiatives ($15M), planned exits from supply agreements with Merck & Co., Inc., Rahway, NJ. ($40M), and the final payment on the Microspherix settlement ($20M). 2024 included cash payments for planned exits from supply agreements with Merck & Co., Inc., Rahway, NJ. ($14M), and cash payments associated with restructuring ($27M).
(2) Free cash flow represents net cash flows provided by operating activities plus capital expenditures and the effect of exchange rate changes on cash and cash equivalents.

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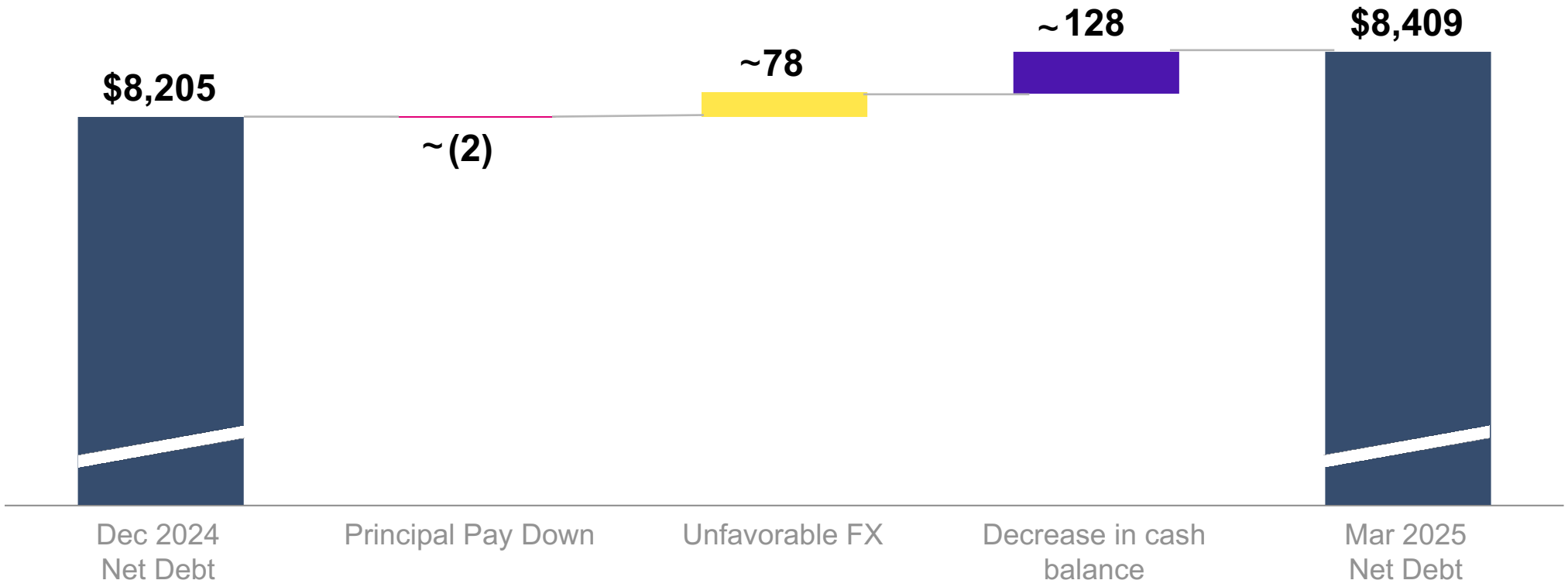
Net leverage ratio ~4.3x at March 31, 2025



** The definition of net debt is in the company's credit agreement and excludes unamortized fees, but includes capitalized lease obligations. Additionally, the LTM EBITDA calculation excludes acquired IPR&D and milestone expense.*

(1) Debt figures are net of discounts and unamortized fees of, $97 million and $93 million as of December 31, 2024 and March 31, 2025, respectively.

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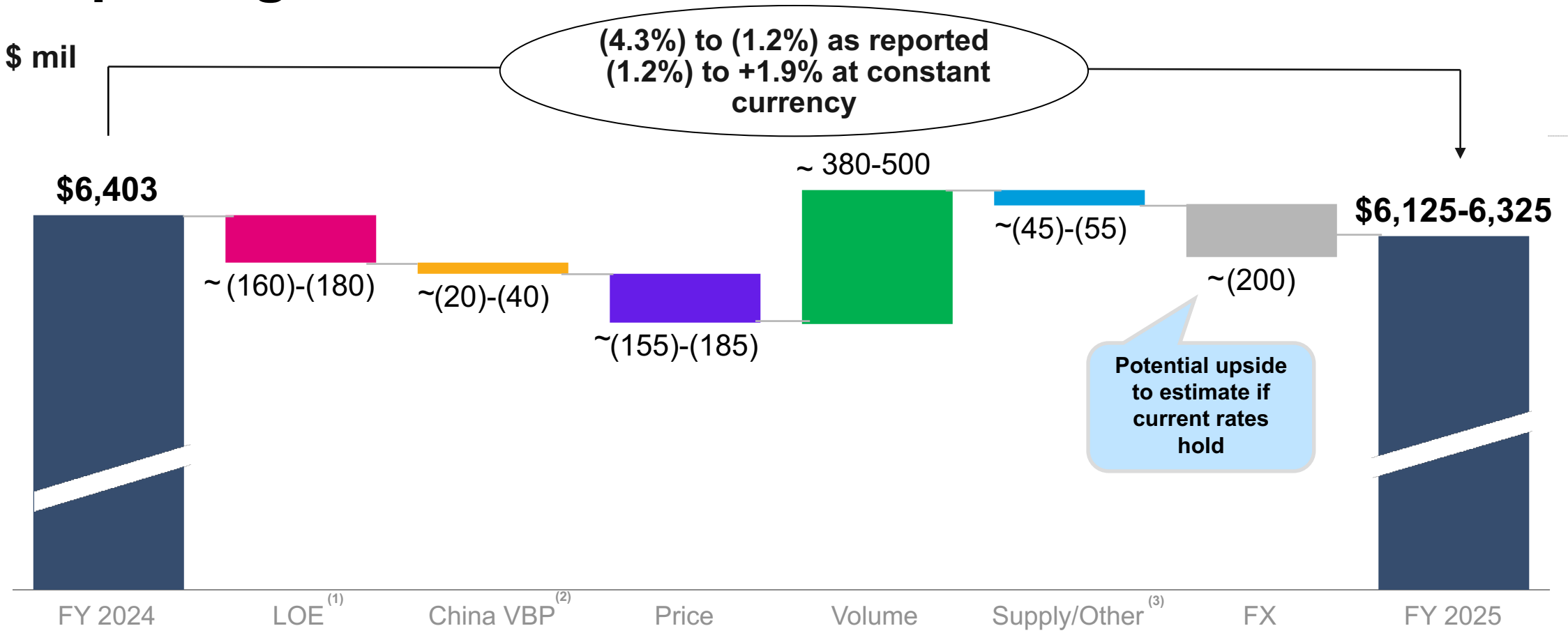
Growth in *Nexplanon*, *Emgality* and *Vtama* offsets to LOE, pricing



(1) LOE = Loss of Exclusivity
(2) VBP = Value Based Procurement
(3) "Other" includes manufacturing sales to third parties.

Emgality is a trademark of Eli Lilly and Company (used under license).

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Full Year 2025 Guidance

Provided on a non-GAAP basis, except revenue	Prior Guidance as of February 13, 2025	Current Guidance
Revenue	**$6.125B-$6.325B**	**Unchanged**
FX translation headwind	~$200M	Unchanged, but with potential upside at current rates
Adjusted gross margin	60.0%-61.0%	Unchanged
SG&A	Mid 20% range	Unchanged
R&D	Upper single-digit	Unchanged
IPR&D*	-	$6 million
Adjusted EBITDA margin (Non-GAAP)	31.0%-32.0%	Unchanged
Interest	~$510M	Unchanged
Depreciation	~$135M	Unchanged
Effective non-GAAP tax rate	22.5%-24.5%	Unchanged
Fully diluted weighted average shares outstanding	~263M	Unchanged

** The company does not forecast a forward-looking view of IPR&D and milestone expense. The $6 million of IPR&D expenses in current guidance reflects IPR&D expense recorded to date as of March 31, 2025.*

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Q&A

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Appendix

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Reconciliation of GAAP Reported to Non-GAAP Adjusted Metrics

($ in millions)

	Q1 2025	Q1 2024
GAAP Gross Profit	**$ 841**	**$ 957**
Adjusted for:		
Spin-related costs [(1)]	—	3
Manufacturing network costs [(2)]	29	10
Stock-based compensation	4	4
Amortization	50	33
Acquisition-related costs [(3)]	9	—
Other	1	—
Adjusted Non-GAAP Gross Profit	$ 934	$ 1,007

(1) Spin-related costs include costs from the separation of Merck & Co., Inc., Rahway, NJ, US. For additional details refer to the EBITDA reconciliation on page 19.
(2) Manufacturing network related costs include costs from exiting manufacturing and supply agreements with Merck & Co., Inc., Rahway NJ, US. For additional details refer to the EBITDA reconciliation on page 19.
(3) Acquisition-related costs relate to costs from the acquisition of Dermavant Sciences Ltd. ("Dermavant"). For additional details refer to the EBITDA reconciliation on page 19.

	Q1 2025	Q1 2024
GAAP Gross Margin	**55.6 %**	**59.0 %**
Total impact of Non-GAAP adjustments	6.1 %	3.1 %
Adjusted Non-GAAP Gross Margin	61.7 %	62.1 %

	Q1 2025	Q1 2024
GAAP Selling, general and administrative expenses	**$ 420**	**$ 431**
Adjusted for:		
Spin-related costs [(1)]	—	(40)
Stock-based compensation	(16)	(18)
Restructuring related charges	(6)	—
Other	(3)	—
Adjusted Non-GAAP Selling, general and administrative expenses	$ 395	$ 373

(1) Spin-related costs include costs from the separation of Merck & Co., Inc., Rahway, NJ, US. For additional details refer to the EBITDA reconciliation on page 19.

Reconciliation of GAAP Reported to Non-GAAP Adjusted Metrics

($ in millions, except per share amounts)

	Q1 2025	Q1 2024
GAAP Research and development expenses	**$ 96**	**$ 112**
Adjusted for:		
Spin-related costs [1]	—	(2)
Manufacturing network costs [2]	(3)	—
Stock-based compensation	(4)	(4)
Other	(1)	—
Adjusted Non-GAAP Research and development expenses	$ 88	$ 106

(1) Spin-related costs include costs from the separation of Merck & Co., Inc., Rahway, NJ, US. For additional details refer to the EBITDA reconciliation on page 19.
(2) Manufacturing network related costs include costs from exiting manufacturing and supply agreements with Merck & Co., Inc., Rahway NJ, US. For additional details refer to the EBITDA reconciliation on page 19.

	Q1 2025	Q1 2024
GAAP Reported Net Income	**$ 87**	**$ 201**
Adjusted for:		
Cost of sales adjustments	93	50
Selling, general and administrative adjustments	25	58
Research and development adjustments	8	6
Restructuring	86	23
Change in contingent consideration	11	—
Other expense, net	4	4
Tax impact on adjustments above[1]	(49)	(27)
Non-GAAP Adjusted Net Income	$ 265	$ 315

(1) For the three months ended March 31, 2025 and 2024, the GAAP income tax rates were 13.4% and 14.7%, respectively, and the non-GAAP income tax rates were 19.2% and 16.4%, respectively. These adjustments represent the estimated tax impacts on the reconciling items by applying the statutory rate and applicable law of the originating territory of the non-GAAP adjustments.

	Q1 2025	Q1 2024
GAAP Diluted Earnings per Share	**$ 0.33**	**$ 0.78**
Total impact of Non-GAAP adjustments	0.69	0.44
Non-GAAP Diluted Earnings per Share	$ 1.02	$ 1.22

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GAAP Net Income to Adjusted EBITDA

Unaudited, $ in millions	Q1 2025	Q1 2024
GAAP Reported Net Income	**$ 87**	**$ 201**
Depreciation [1]	32	30
Amortization	50	33
Interest expense	124	131
Income tax expense	14	35
EBITDA (Non-GAAP)	**$ 307**	**$ 430**
Restructuring and related charges	92	23
Spin-related costs [2]	—	49
Manufacturing network related [3]	36	10
Acquisition-related costs [4]	9	—
Change in contingent consideration	11	—
Other costs	5	—
Stock-based compensation	24	26
Adjusted EBITDA (Non-GAAP)	**$ 484**	**$ 538**
Adjusted EBITDA margin (Non-GAAP)	32.0 %	33.2 %

(1) Excludes accelerated depreciation included in one-time costs.

(2) Spin-related costs reflect certain costs incurred in connection with activities taken to separate Organon from Merck & Co., Inc., Rahway, NJ, US. These costs include, but are not limited to, $21 million for the three months ended March 31, 2024, for information technology infrastructure, primarily related to the implementation of a stand-alone enterprise resource planning system and redundant software licensing costs, as well as $14 million for the three months ended March 31, 2024, associated with temporary transition service agreements with Merck & Co., Inc., Rahway, NJ, US.

(3) Manufacturing network related costs, including exiting of temporary manufacturing and supply agreements with Merck & Co., Inc., Rahway, NJ, US, reflect accelerated depreciation, exit premiums, technology transfer costs, stability and qualification batch costs, and third-party contractor costs.

(4) Acquisition related costs for the three months ended March 31, 2025, reflect the amortization pertaining to the fair value inventory purchase accounting adjustment for the Dermavant transaction.

As the costs described in (1) through (4) above are directly related to the separation of Organon and acquisition related activities and therefore arise from a one-time event outside of the ordinary course of the company's operations, the adjustment of these items provides meaningful, supplemental, information that the company believes will enhance an investor's understanding of the company's ongoing operating

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Geographic revenue performance

$ mil	Q1-25	Q1-24	Actual VPY	Ex-FX VPY
United States	412	371	11%	11%
Europe and Canada	376	450	(16)%	(12)%
Asia Pacific and Japan	251	287	(12)%	(9)%
Latin America, Middle East, Russia and Africa	240	274	(12)%	(8)%
China	204	206	(1)%	—%
Other (1)	30	34	(17)%	(13)%
Total Revenues	1,513	1,622	(7)%	(4)%

Totals may not foot due to rounding, and percentages are computed using unrounded amounts.

(1) "Other" includes manufacturing sales to third parties.

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Franchise performance

$ millions	Q1 2025	Q1 2024	Actual VPY	Ex-FX VPY
Women's Health	463	422	10%	12%
Biosimilars	141	170	(17)%	(15)%
Est. Brands	887	1,001	(11)%	(8)%
Other [1]	22	29	(23)%	(19)%
Total Revenues	**1,513**	**1,622**	**(7)%**	**(4)%**

Totals may not foot due to rounding and percentages are computed using unrounded amounts.

(1) "Other" includes manufacturing sales to third parties.

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Broad and diverse portfolio

Women's Health

Nexplanon® 68 mg etonogestrel

NUVARING® (etonogestrel/ethinyl estradiol vaginal ring) delivers 0.120 mg/0.015 mg per day

Follistim® AQ Cartridge (follitropin beta injection) For use only with Follistim Pen®

Jada SYSTEM

elonva™ corifollitropin alfa

Biosimilars

BRENZYS™ etanercept

RENFLEXIS® (infliximab-abda) for injection, for intravenous use 100 mg

Tofidence™ (tocilizumab-bavi) Injection

Ontruzant® trastuzumab-dttb for injection, for intravenous use 21 mg/mL

Aybintio™ bevacizumab

HADLIMA® adalimumab injection

Established Brands

once monthly Emgality® (galcanezumab-gnlm)

VTAMA® (tapinarof) cream 1%

HYZAAR™ losartan + HCTZ 50/12.5

Zetia® (ezetimibe) 10 mg Tablets

Propecia® (finasteride)

Atozet™ (ezetimibe and atorvastatin, MSD)

SINGULAIR® (MONTELUKAST SODIUM)

NASONEX® (mometasone furoate monohydrate) Nasal Spray, 50 mcg* *calculated on the anhydrous basis

Number of products	**14**	**6**	**56**

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Emgality is a trademark of Eli Lilly and Company (used under license).