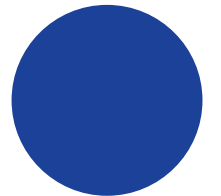




Organon

Q3 2022 Earnings



Disclaimer statement

This text should be viewed in conjunction with Organon's Q3 2022 earnings call

Safe Harbor for Forward-Looking Statements

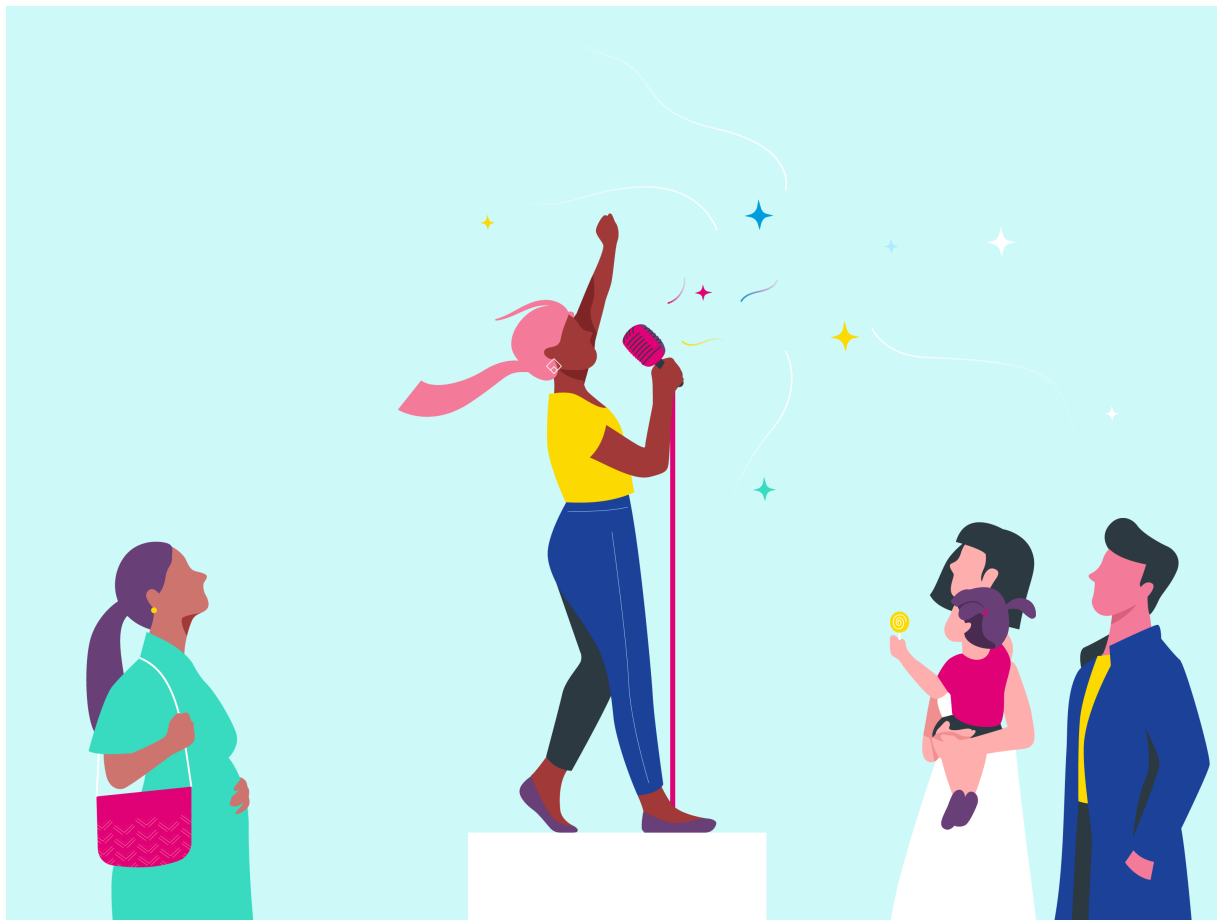
Except for historical information herein, this presentation includes “forward-looking statements” within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995, including, but not limited to, statements about management’s expectations about Organon’s future financial performance and prospects. Forward-looking statements may be identified by words such as “expects,” “intends,” “anticipates,” “plans,” “believes,” “seeks,” “estimates,” “will” 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, an inability to execute on our business development strategy or realize the benefits of our planned acquisitions; general economic factors, including interest rate and currency exchange rate fluctuations; general industry conditions and competition; the impact of the ongoing COVID-19 pandemic and emergence of variant strains; the impact of pharmaceutical industry regulation and health care legislation in the United States and internationally; global trends toward health care cost containment; technological advances; new products and patents attained by competitors; challenges inherent in new product development, including obtaining regulatory approval; the company’s ability to accurately predict its future financial results and performance; the company’s ability to accurately predict future market conditions; manufacturing difficulties or delays; financial instability of international economies and sovereign risk; difficulties developing and sustaining relationships with commercial counterparties; dependence on the effectiveness of the company’s patents and other protections for innovative products; and the exposure to litigation, including patent litigation, and/or regulatory actions. 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 Securities and Exchange Commission (SEC), including the company’s Annual Report on Form 10-K for the year ended December 31, 2021 and subsequent SEC filings, available at the SEC’s Internet site (www.sec.gov).

Disclaimer statement, cont.

Non-GAAP Information

This presentation contains “non-GAAP financial measures,” which are financial measures that either exclude or include amounts that are 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 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 excludes the impact of foreign exchange. We calculate foreign exchange impacts by converting our current-period local currency financial results using 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. You should refer to the appendix of this presentation for 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 2022 guidance measures (other than revenues) 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 and other items not reflective of the company's ongoing operations. The company uses non-GAAP financial measures in its operational and financial decision making, and believes that it is useful to exclude certain items in order to focus on what it regards to be a more meaningful representation of the underlying operating performance of the business.

Third quarter 2022 highlights



- **Revenue of \$ 1.5 billion, growth of 3% at constant currency**
- **Third consecutive quarter of revenue growth** on constant currency basis
- **Adjusted EBITDA of \$546 million** inclusive of \$10M in acquired IPR&D and milestones
- **\$1.32 Adjusted EPS** from continuing operations, inclusive of negative \$0.04 impact from acquired IPR&D and milestones

See Slides 21-25 of this presentation for a reconciliation of non-GAAP measures.

Each franchise contributed to growth

Women's Health

- *Nexplanon* **record-setting quarter**
- **Franchise growth of 23%** on constant currency basis
- **Double digit growth** in fertility
- **Building pipeline** for future growth; first patient in OG-6219

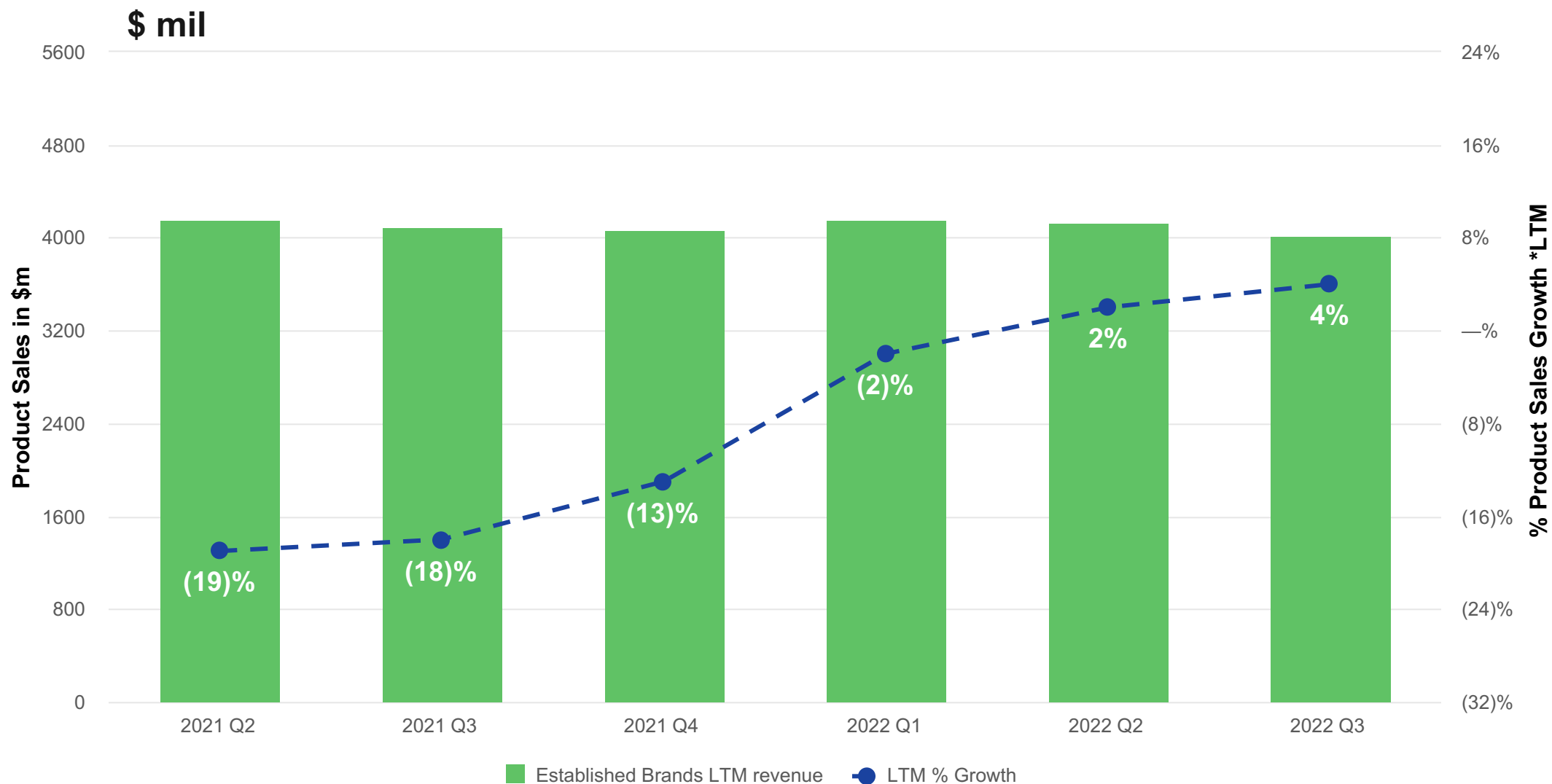
Biosimilars

- **Continued uptake** in *Renflexis* and *Ontruzant* in U.S.
- Tender phasing visible in quarterly results, but **delivering double growth digit YTD**

Established Brands

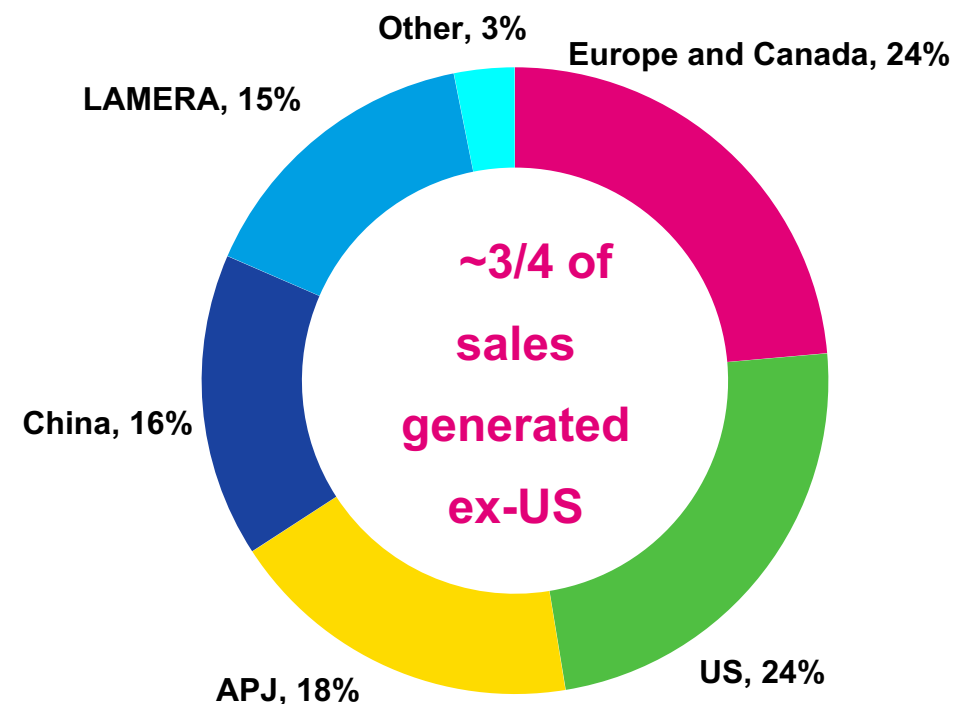
- **Delivered 6% constant currency growth YTD**, anticipating modest growth in 2022 on constant currency basis

Delivering stability in Established Brands



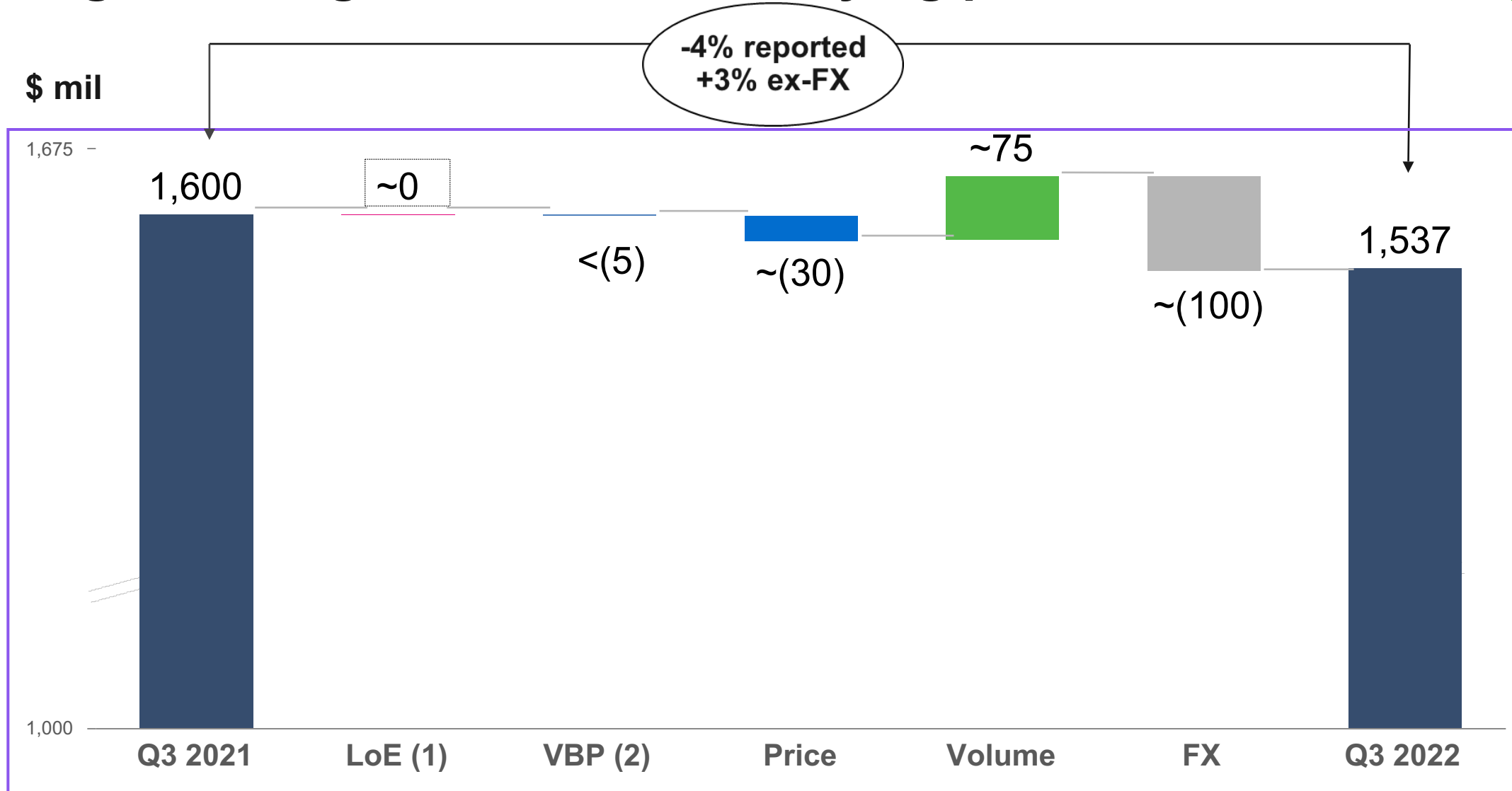
US and APJ regions significant growth contributors

\$ mil	Q3-22	Q3-21	Actual VPY	Ex-FX VPY
Europe and Canada	363	410	(11)%	—%
United States	366	346	6%	6%
Asia Pacific and Japan	283	287	(1)%	13%
China	241	252	(4)%	1%
Latin America, Middle East, Russia and Africa	236	238	(1)%	1%
Other ⁽¹⁾	48	67	(28)%	(31)%
Total Revenues	1,537	1,600	(4)%	3%



(1) Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties, and allocated amounts from pre-spin revenue hedging activities.

Strong volume growth drove underlying performance



(1) LOE = Loss of Exclusivity

(2) VBP = Value Based Pricing

(3) Other includes manufacturing sales to Merck and other third parties, and allocated amounts from pre-spin revenue hedging activities through the date of separation.

Women's Health

- **Record quarter for Nexplanon**
- **Double-digit** growth YTD in fertility
- **Entrepreneurial focus** yielding results in other Women's Health products



Revenues \$ mil	Q3-22	Q3-21	Act VPY	Ex-FX VPY	2022 YTD	2021 YTD	Act VPY	Ex-FX VPY
Top Contraception Products								
<i>Nexplanon</i> ®	229	175	31%	34%	595	543	10%	12%
<i>NuvaRing</i> ®	50	49	3%	5%	133	147	(10)%	(7)%
<i>Cerazette</i> ™	15	18	(19)%	(10)%	47	53	(10)%	(3)%
Top Fertility Products								
<i>Follistim</i> ®	60	61	(1)%	2%	179	178	1%	3%
Ganirelix Acetate Injection	36	25	42%	52%	97	85	14%	21%
Other Women's Health products	63	53	19%	25%	188	191	(2)%	2%
Total Women's Health	454	381	19%	23%	1,240	1,197	4%	7%

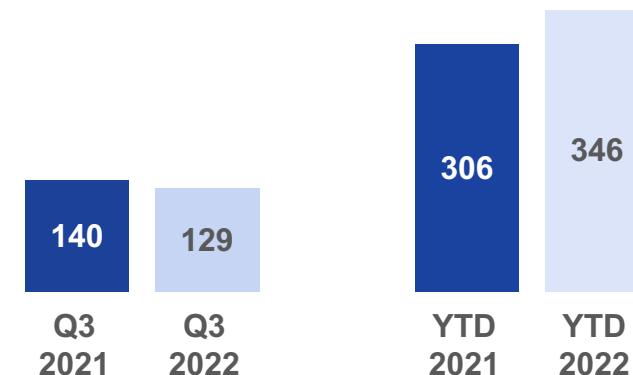
Totals may not foot due to rounding. Trademarks appearing above in italics are trademarks of, or are used under license by, the Organon group of companies.

Biosimilars



Biosimilars

- Continued uptake for *Renflexis* and *Ontruzant* in US
- Phasing and timing of tenders reflected in *Ontruzant* and *Brenzys* results



Revenues \$ mil	Q3-22	Q3-21	Act VPY	Ex-FX VPY	2022 YTD	2021 YTD	Act VPY	Ex-FX VPY
<i>Renflexis</i> ®	60	54	11%	12%	166	136	22%	23%
<i>Ontruzant</i> ®	29	56	(47)%	(45)%	87	101	(14)%	(11)%
<i>Brenzys</i> ™	24	14	71%	75%	52	35	48%	53%
<i>Aybintio</i> ™	10	10	(2)%	13%	29	26	11%	24%
<i>Hadlima</i> ™	6	5	16%	20%	14	9	51%	54%
Biosimilars	129	140	(7)%	(4)%	346	306	13%	16%

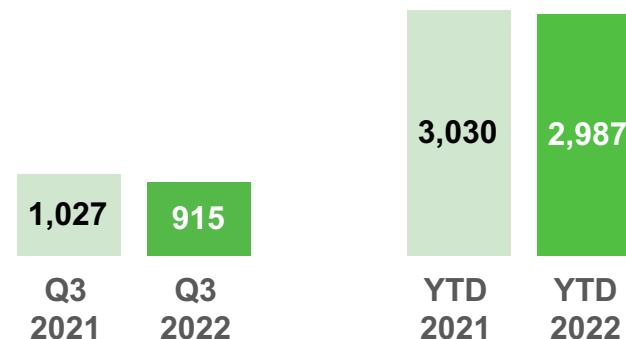
Totals may not foot due to rounding. Trademarks appearing above in italics are trademarks of, or are used under license by, the Organon group of companies.

Established Brands



Established
Brands

- **Cardiovascular and respiratory** portfolios showing particular resilience
- Expect **modest constant currency revenue growth for FY 2022** despite VBP impact in Q4



Revenues \$ mil	Q3-2022	Q3-21	Act VPY	Ex-FX VPY	2022 YTD	2021 YTD	Act VPY	Ex-FX VPY
Cardiovascular	349	397	(13)%	(2)%	1,171	1,217	(4)%	4%
Respiratory	231	250	(8)%	(1)%	790	737	7%	14%
Non-Opioid Pain, Bone & Dermatology	193	224	(14)%	(7)%	603	621	(3)%	3%
Other	143	156	(8)%	2%	423	455	(7)%	(1)%
Total Est. Brands	915	1,027	(11)%	(2)%	2,987	3,030	(1)%	6%

Totals may not foot due to rounding.

P&L reflects investment for future growth

\$ mil	Q3-22	Q3-21	Actual VPY	2022 YTD	2021 YTD	Actual VPY
Revenues	1,537	1,600	(4)%	4,689	4,701	—%
Cost of sales	551	609	(10)%	1,700	1,783	(5)%
Gross profit	986	991	(1)%	2,989	2,918	2%
Non-GAAP Adjusted Gross profit ⁽¹⁾	1,032	1,038	(1)%	3,121	3,022	3%
Selling, general and administrative	440	388	13%	1,234	1,186	4%
R&D	127	86	48%	329	229	44%
Acquired IPR&D and milestones	10	25	NM	107	25	NM
Total research and development	137	111	23%	436	254	72%
Adjusted EBITDA ⁽²⁾	546	611	(11)%	1,705	1,804	(5)%
Diluted Earnings per Share (EPS), continuing operations ⁽³⁾	0.89	1.27	(30)%	3.17	4.52	(30)%
Non-GAAP adjusted diluted EPS, continuing operations ⁽³⁾	1.32	1.58	(16)%	4.22	5.07	(17)%
Per share impact to diluted EPS from acquired IPR&D and milestones	(0.04)	(0.09)	NM	(0.34)	(0.09)	NM

<i>Gross margin</i>	<i>64.2%</i>	<i>61.9%</i>		<i>63.7%</i>	<i>62.1%</i>
<i>Non-GAAP Adjusted Gross margin ⁽¹⁾</i>	<i>67.1%</i>	<i>64.9%</i>		<i>66.6%</i>	<i>64.3%</i>
<i>Adjusted EBITDA margin ⁽²⁾</i>	<i>35.5%</i>	<i>38.2%</i>		<i>36.4%</i>	<i>38.4%</i>

⁽¹⁾ See Slide 21 of this presentation for a reconciliation of Gross Profit to Adjusted Gross Profit.

⁽²⁾ See Slides 22 and 23 of this presentation for a reconciliation of EBITDA and Adjusted EBITDA measures.

⁽³⁾ See Slides 24 and 25 of this presentation for a reconciliation of diluted EPS to non-GAAP adjusted diluted EPS

Net Debt as of September 30, 2022

Bank covenant ^() net leverage ratio ~3.6x*

\$ mil	Sept. 2021	Dec. 2021	Mar. 2022	Jun. 2022	Sept. 2022
Cash and equivalents	1,008	737	694	545	499
Gross Debt ⁽¹⁾	9,298	9,134	9,094	8,893	8,699
Net Debt ⁽¹⁾	8,290	8,397	8,400	8,348	8,200

⁽¹⁾ Debt figures are net of discounts and unamortized fees of \$130 million, \$124 million, \$119 million, \$113 million and \$106 million as of September 30, 2021, December 31, 2021, March 31, 2022, June 30, 2022 and September 30, 2022, respectively.

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

Impact of net working capital on YTD free cash flow



		YTD 2022
Adjusted EBITDA	\$	1,705

Less:

Net cash interest expense (221)

Cash taxes (175)

Net working capital (764)

Capital expenditures, normal course (66)

Free Cash Flow Before One-Time Costs	479
---	------------

Less: One-time costs (246)

Free Cash Flow	\$ 233
-----------------------	---------------

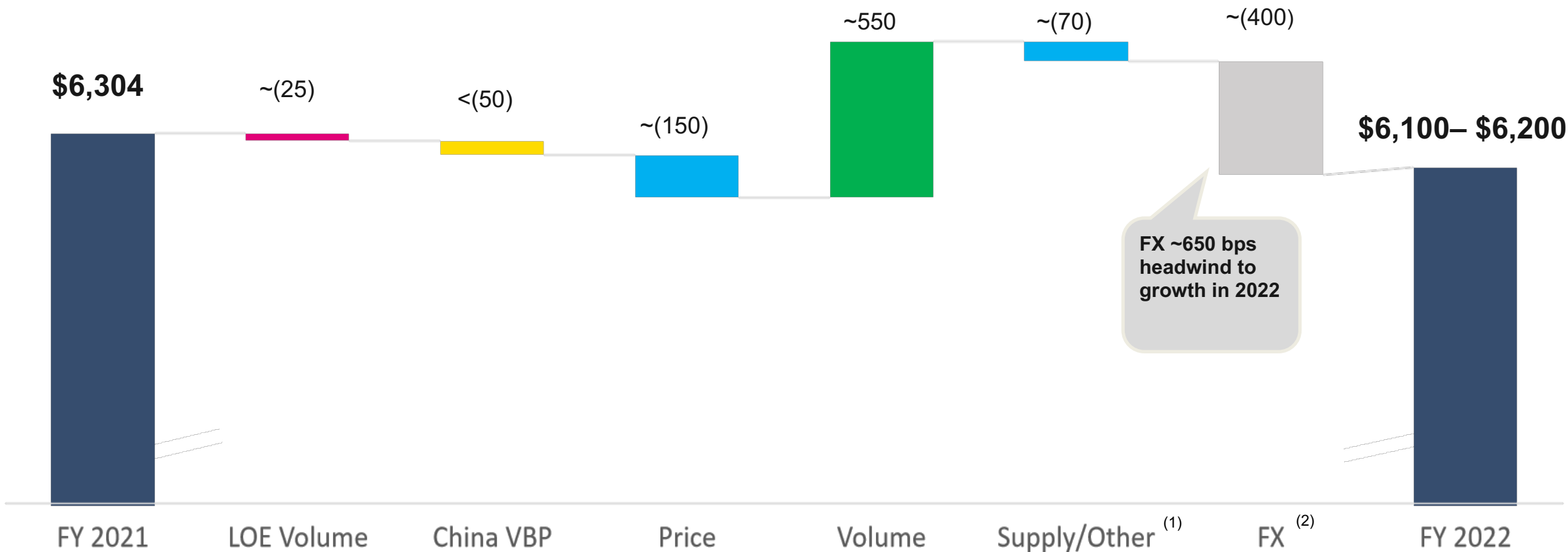
Working capital consumption due to:

- Post spin-off operating working capital build of ~ \$300 million; Merck-related
- Increase in working capital usage of ~ \$250 million
 - 1/2 for growth pillar inventory build
 - 1/2 normal course activity
- Foreign exchange translation impact of ~ \$160 million

(1) Free cash flow represents net cash flows provided by operating activities plus capital expenditures, acquired in-process research and development, and the effect of exchange rate changes on cash and cash equivalents.

FX headwinds persist, masking solid volume growth

\$ mil



⁽¹⁾ Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties, and allocated amounts from pre-spin revenue hedging activities through the date of separation.

⁽²⁾ Based on 2021 performance through Q3 2022 and September month end spot rates for Q4.

Updated FY 2022 financial guidance ranges

\$M, provided on a Non- GAAP basis, except Revenues	Guidance provided August 4, 2022	FX impact	Guidance provided as of November 3, 2022
Revenues	\$6,100 - \$6,300	from 550 - 650 bps to ~650 bps	\$6,100 - \$6,200
Adjusted gross margin	Mid-60%		Unchanged
SG&A (as % of revenues)	Mid-20%		Unchanged
R&D (as % of revenues)	Upper single-digit		Unchanged
Adjusted EBITDA margin	32% - 34%		33.5% - 34.5%
Interest expense	~\$400 million		~\$420 million
Depreciation	\$100-\$115 million		~\$100 million
Effective non-GAAP tax rate	17.5%-19.5%		Unchanged
Fully diluted weighted avg. shares outstanding	~255 million		Unchanged

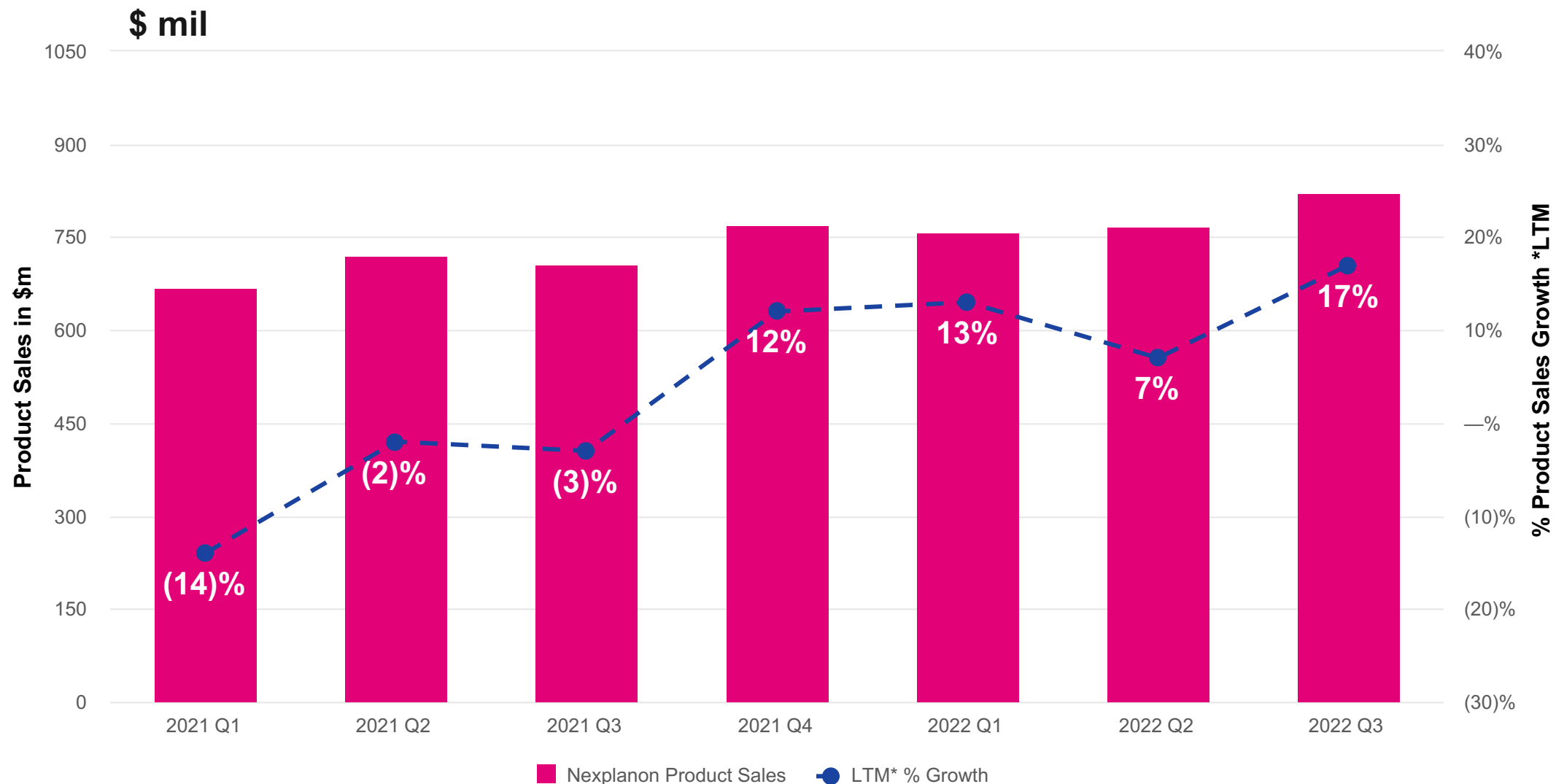


Q&A



Appendix

LTM Nexplanon sales demonstrate revenue acceleration



Franchise performance

\$ mil	Q3-2022	Q3-2021	Actual VPY	Ex-FX VPY	2022 YTD	2021 YTD	Actual VPY	Ex-FX VPY
Women's Health	454	381	19%	23%	1,240	1,197	4%	7%
Biosimilars	129	140	(7)%	(4)%	346	306	13%	16%
Est. Brands	915	1,027	(11)%	(2)%	2,987	3,030	(1)%	6%
Other ⁽¹⁾	39	52	(26)%	(28)%	116	168	(31)%	(33)%
Total Revenues	1,537	1,600	(4)%	3%	4,689	4,701	—%	5%

(1) Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties, and allocated amounts from pre-spin revenue hedging activities.

Gross margin reconciliation

\$ mil	Q3-2022	Q3-2021	2022 YTD	2021 YTD
Revenues	1,537	1,600	4,689	4,701
Cost of sales	551	609	1,700	1,783
Gross Profit	986	991	2,989	2,918
<i>Gross Margin</i>	<i>64.2%</i>	<i>61.9%</i>	<i>63.7%</i>	<i>62.1%</i>
Amortization	32	27	88	69
One-time costs ⁽¹⁾	11	17	35	27
Stock-based compensation	3	3	9	8
Non-GAAP Adjusted Gross Profit ⁽²⁾	1,032	1,038	3,121	3,022
<i>Non-GAAP Adjusted Gross Margin</i>	<i>67.1%</i>	<i>64.9%</i>	<i>66.6%</i>	<i>64.3%</i>

(1) One-time costs for the three months ended September 30, 2022 primarily include costs to stand up the company and inventory step-up adjustments. One-time costs for the nine months ended September 30, 2022 primarily include costs to stand up the company and inventory step-up adjustments as well as a \$9 million impairment charge related to a licensed intangible asset.

(2) Non-GAAP Adjusted Gross Profit is calculated by excluding amortization, one-time costs, and the portion of stock-based compensation expense allocated to Cost of sales.

Income from continuing operations before income taxes to Adjusted EBITDA

\$ mil	Q3-2022	Q3-2021
Income from continuing operations before income taxes	282	389
Depreciation	25	25
Amortization ⁽¹⁾	32	27
Interest expense	108	98
EBITDA	447	539
Restructuring costs	11	1
One-time costs ⁽²⁾	70	56
Stock-based compensation ⁽³⁾	18	15
Adjusted EBITDA	546	611
Adjusted EBITDA margin	35.5%	38.2%

(1) Amortization in all periods is included in Cost of sales.

(2) One-time costs primarily include costs incurred in connection with the spin-off of Organon and inventory step up adjustments. For the three months ended September 30, 2022, approximately \$50 million of the one-time costs are recorded in Selling, general and administrative expenses, \$11 million are recorded in Cost of sales, \$6 million are recorded in Other (income) expense, and \$3 million are recorded in Research and development. For the three months ended September 30, 2021, approximately \$35 million of the one-time costs are recorded in Selling, general and administrative expenses, and approximately \$17 million are recorded in Cost of sales and \$4 million are recorded in Research and development.

(3) For the three months ended September 30, 2022, approximately \$3 million of stock-based compensation is recorded in Cost of sales, \$12 million is recorded in Selling, general and administrative and \$3 million is recorded in Research and development. For the three months ended September 30, 2021, approximately \$3 million of stock-based compensation is recorded in Cost of sales, \$10 million is recorded in Selling, general and administrative and \$2 million is recorded in Research and development.

Income from continuing operations before income taxes to Adjusted EBITDA

\$ mil	2022 YTD	2021 YTD
Income from continuing operations before income taxes	1,011	1,293
Depreciation	72	64
Amortization ⁽¹⁾	88	69
Interest expense	303	160
EBITDA	1,474	1,586
Restructuring costs	11	3
One-time costs ⁽²⁾	168	171
Stock-based compensation ⁽³⁾	52	44
Adjusted EBITDA	1,705	1,804
<i>Adjusted EBITDA margin</i>	<i>36.4%</i>	<i>38.4%</i>

(1) Amortization in all periods is included in Cost of sales.

(2) One-time costs primarily include costs incurred in connection with the spin-off of Organon, an impairment of a licensed intangible asset, and inventory step-up adjustments. For the nine months ended September 30, 2022, approximately \$103 million of the one-time costs are recorded in Selling, general and administrative expenses, approximately \$35 million are recorded in Cost of sales, \$20 million are recorded in Other (income) expense, and \$10 million are recorded in Research and development. For the nine months ended September 30, 2021, approximately \$139 million of the one-time costs are recorded in Selling, general and administrative expenses, approximately \$27 million are recorded in Cost of sales and \$5 million are recorded in Research and development.

(3) For the nine months ended September 30, 2022, approximately \$9 million of stock-based compensation is recorded in Cost of sales, \$35 million is recorded in Selling, general and administrative and \$8 million is recorded in Research and development. For the nine months ended September 30, 2021, approximately \$8 million of stock-based compensation is recorded in Cost of sales, \$26 million is recorded in Selling, general and administrative and \$10 million is recorded in Research and development.

Income from continuing operations before income taxes to Adjusted Net Income

\$ mil (except EPS)	Q3-2022	Q3-2021
Income from continuing operations before income taxes	282	389
Amortization ⁽¹⁾	32	27
Restructuring costs	11	1
One-time costs ⁽²⁾	70	56
Stock-based compensation ⁽³⁾	18	15
Total Adjustments	131	99
Non-GAAP pre-tax income, continuing operations	413	488
Taxes on income as reported in accordance with GAAP	55	66
Tax benefit on adjustments	21	21
Tax benefit on GAAP-only discrete items	—	—
Non-GAAP adjusted taxes on income	76	87
Non-GAAP adjusted net income, continuing operations	337	401
Non-GAAP adjusted net income, continuing operations per diluted share	\$1.32	\$1.58

(1) Amortization in all periods is included in Cost of sales.

(2) One-time costs primarily include costs incurred in connection with the spin-off of Organon and inventory step up adjustments. For the three months ended September 30, 2022, approximately \$50 million of the one-time costs are recorded in Selling, general and administrative expenses, \$11 million are recorded in Cost of sales, \$6 million are recorded in Other (income) expense, and \$3 million are recorded in Research and development. For the three months ended September 30, 2021, approximately \$35 million of the one-time costs are recorded in Selling, general and administrative expenses, and approximately \$17 million are recorded in Cost of sales and \$4 million are recorded in Research and development.

(3) For the three months ended September 30, 2022, approximately \$3 million of stock-based compensation is recorded in Cost of sales, \$12 million is recorded in Selling, general and administrative and \$3 million is recorded in Research and development. For the three months ended September 30, 2021, approximately \$3 million of stock-based compensation is recorded in Cost of sales, \$10 million is recorded in Selling, general and administrative and \$2 million is recorded in Research and development.

Income from continuing operations before income taxes to Adjusted Net Income

\$ mil (except EPS)	2022 YTD	2021 YTD
Income from continuing operations before income taxes	1,011	1,293
Amortization ⁽¹⁾	88	69
Restructuring costs	11	3
One-time costs ⁽²⁾	168	171
Stock-based compensation ⁽³⁾	52	44
Total Adjustments	319	287
Non-GAAP pre-tax income, continuing operations	1,330	1,580
Taxes on income as reported in accordance with GAAP	202	144
Tax benefit on adjustments	55	56
Tax (deduction) benefit on GAAP-only discrete items ⁽⁴⁾	(3)	91
Non-GAAP adjusted taxes on income	254	291
Non-GAAP adjusted net income, continuing operations	1,076	1,289
Non-GAAP adjusted net income, continuing operations per diluted share	\$4.22	\$5.07

(1) Amortization in all periods is included in Cost of sales.

(2) One-time costs primarily include costs incurred in connection with the spin-off of Organon, an impairment of a licensed intangible asset, and inventory step-up adjustments. For the nine months ended September 30, 2022, approximately \$103 million of the one-time costs are recorded in Selling, general and administrative expenses, approximately \$35 million are recorded in Cost of sales, \$20 million are recorded in Other (income) expense, and \$10 million are recorded in Research and development. For the nine months ended September 30, 2021, approximately \$139 million of the one-time costs are recorded in Selling, general and administrative expenses, approximately \$27 million are recorded in Cost of sales and \$5 million are recorded in Research and development.

(3) For the nine months ended September 30, 2022, approximately \$9 million of stock-based compensation is recorded in Cost of sales, \$35 million is recorded in Selling, general and administrative and \$8 million is recorded in Research and development. For the nine months ended September 30, 2021, approximately \$8 million of stock-based compensation is recorded in Cost of sales, \$26 million is recorded in Selling, general and administrative and \$10 million is recorded in Research and development.

(4) For the nine months ended September 30, 2021, the company recorded a tax benefit of approximately \$70 million related to a portion of non-U.S. step-up in tax basis as a result of its separation from Merck & Co., Inc., Rahway, NJ, USA.

Broad and diverse portfolio

Women's Health

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

Nexplanon®
68 mg etonogestrel

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

Jada
SYSTEM

Biosimilars

BRENZYS™
etanercept

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

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

Aybintio®
bevacizumab

HADLIMA™
adalimumab

Established Brands

SINGULAIR®
(MONTELUKAST SODIUM)

Atozet™
(ezetimibe and atorvastatin, MSD)

Zetia®
(ezetimibe)
10 mg Tablets

Propecia®
(finasteride)

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

Number of
products

13

5

49

ORGANON™

Balancing commercial and pipeline business development

Commercialized/soon to be commercialized assets

- March 2022 - Licensing agreement for ***Xaciato***TM
- February 2022 - Acquisition of commercial rights to ***Marvelon***TM and ***Mercilon***TM in certain Asian markets
- June 2021 - Acq. of **Alydia Health** and its **JADA® System**

Building a pipeline

- July 2022 - Licensing agreement for a novel **investigational non-hormonal, on-demand contraceptive candidate** with **Cirql Biomedical**
- June 2022 - Licensing agreement to commercialize **Investigational Perjeta® (Pertuzumab)** and **Prolia®/Xgeva® (Denosumab)** biosimilar candidates
- July 2021 - Licensing of **investigational agent, ebopiprant**
- December 2021 - Acquisition of **Forendo Pharma**