

Conference Title: ORGANON & CO. Annual Meeting

Date: Tuesday, 9th June 2026

Operator: This is Organon & Co.'s 2026 Annual Meeting of shareholders. My name is Paul, and I will be the Operator of the meeting and will be assisting the speakers this morning. I will now turn the meeting over to Kirke Weaver, Organon's General Counsel and Corporate Secretary.

Kirke Weaver: Good morning and welcome, everyone. I thank you for joining us today. I'm Kirke Weaver, Organon's General Counsel and Corporate Secretary. We will begin with a short briefing about the process for today's virtual meeting, the format of which allows us to be more inclusive and reach a greater number of our shareholders than an in-person meeting. We designed the format of our annual meeting to ensure that our shareholders, who have logged into today's meeting using their 16-digit control number, will be provided similar rights and opportunities to participate as they would at an in-person meeting, including the ability to vote and ask questions.

It's now 9 a.m. Eastern Daylight Time. The polls are now open for voting. The annual meeting will follow the agenda displayed on the virtual meeting website. Following the introductions and opening remarks, we will conduct the formal business of the meeting. Shareholders who have logged into the virtual meeting using their 16-digit control number will be able to submit questions during the meeting by typing them into the Ask a Question field on the virtual meeting website and clicking submit. We will address any relevant questions via written responses on our Investor Relations website following today's meeting. In order to ensure an orderly meeting, we ask that everyone follow the rules of conduct available electronically in the meeting portal at the bottom of your screen. Please also note that this meeting is being recorded. However, no one attending via webcast or telephone is permitted to use any audio recording device. If you experience any technical difficulties during the meeting, please call the technical support number posted near the meeting portal on your screen. In the event we experience any technical difficulties before the conclusion of the formal business of the meeting, we may temporarily adjourn and reconvene the

meeting in accordance with our bylaws. I would now like to turn things over to our Executive Chair, Carrie Cox, for her welcome remarks.

Carrie Cox: Thank you, Kirke, and welcome, everyone. Thank you for joining us today. We're pleased to be hosting our 2026 Annual Meeting of Shareholders. Participating in this meeting are all of the members of our board, including Robert Essner, our Lead Independent Director and Chair of our Environmental, Social And Governance Committee; Alan Ezekowitz; Helene Gayle, Chair of our Talent Committee; Rochelle Lazarus, Deborah Leone, Philip Ozuah, Chair of our Portfolio Development Committee; Cynthia Patton, Ramona Sequeira and Shalini Sharp, Chair of our Audit Committee. Also joining us today are our Executive Officers, including Joe Morrissey, Juan Camilo Arjona Ferreira, Juliana Drinane, Aaron Falcione, Daniel Karp, Vic Nicita, Rachel Stahler, Matt Walsh, and Kirke Weaver. John Hayes, a representative of PricewaterhouseCoopers LLP, Organon's independent registered public accounting firm, is present as well, and Michael Barbera, who serves as the election inspector for this meeting, is also present. It's now 9:03 a.m. Eastern Daylight Time, and this meeting is officially called to order. At this time, I will ask Kirke to commence the official business of the meeting.

Kirke Weaver: Thank you, Carrie. Only matters for which notice has been given in accordance with our bylaws may be brought before the annual meeting. Those matters are set forth as proposals in the Proxy Statement relating to this meeting. This annual meeting was called by Organon's Board of Directors who fixed April 14th, 2026, as the record date for determining shareholders entitled to vote at this meeting. A copy of the Proxy Statement, which includes the notice of the meeting and the affidavit of mailing establishing that notice of the Annual Meeting was duly given will be filed with the minutes of this meeting. Michael Barbera, a representative of the First Coast Results Inc., has been appointed to act as the inspector of election for the annual meeting and will tabulate the vote of shareholders. He has signed the oath of Inspector of Election, which will be filed with the minutes of the meeting. As of the record date, there were 262,600,862 shares of common stock outstanding and entitled to vote at this meeting. The Inspector of Election has

informed me that immediately prior to the commencement of this meeting, we had represented, in person or by proxy, 202,631,263 shares of common stock, or approximately 77% of the voting power of the record date. Since this represents more than a majority of the voting power of all issued and outstanding stock entitled to vote as of the record date, a quorum is present for purposes of transacting business. As I announced earlier, the polls are open for voting. Shareholders who have not already voted or wish to change their votes can vote their shares online by clicking the Vote Here button on their screen.

Note that if you do not use a 16-digit control number to enter the meeting, you may not vote at the meeting. If you have previously voted by proxy and do not wish to change your prior vote, your vote will be cast as previously instructed and no further action is required. If you have already voted in advance of this meeting, a vote at this meeting will supersede your earlier vote. Since legal notice of this annual meeting has been given and a quorum is present, the meeting is properly convened and open for business. Our first item of business is the election of director nominees to hold office until the 2027 Annual Meeting of shareholders, or until their successors are duly elected and qualified. The director nominees are Carrie Cox, Robert Essner, Alan Ezekowitz, Helene Gayle, Rochelle Lazarus, Deborah Leone, Philip Ozuah, Cynthia Patton; Ramona Sequeira and Shalini Sharp.

The second matter to be voted on is the non-binding advisory vote to approve the compensation of Organon's named Executive Officers, as described in Organon's Proxy Statement.

The third matter to be voted on is the approval of an amendment and restatement of Organon & Co.'s 2021 Incentive Stock Plan.

And the final matter to be voted on is the ratification of the appointment of PricewaterhouseCoopers LLP as Organon's independent registered public accounting firm for

2026. The Board of Directors unanimously recommends that shareholders vote for each of these proposals.

Given that no other items of business have been properly brought before the meeting, we will now proceed to close the polls. As a reminder, shareholders who have sent in proxies or voted via telephone or internet and do not wish to change their vote do not need to take any further action.

Before we close the polls, I will pause briefly to allow any shareholders participating online who have not yet voted or who wish to change their vote an opportunity to do so.

It appears that all proxies and online ballots have been submitted and all voting has been completed. It is now 9:06 a.m. Eastern Daylight Time and I hereby declare the polls closed.

We have been informed by the Inspector of Election that the preliminary vote report shows that a majority of the company's shareholders, as provided in the company's bylaws and Proxy Statement, have voted for the election of each of the director nominees for the non-binding advisory vote to approve the compensation of Organon's named Executive Officers as described in Organon's Proxy Statement for the amendment and restatement of the 2021 Incentive Stock Plan and for the ratification of the appointment of PricewaterhouseCoopers LLP as Organon's independent registered public accounting firm for 2026. Thus, I declare that each director nominee has been elected. The non-binding advisory vote on the 2025 compensation of our named Executive Officers has been approved. The amended and restated Organon & Co. 2021 Incentive Stock Plan has been approved, and the appointment of PricewaterhouseCoopers LLP as Organon's independent registered public accountants for 2026 has been ratified. We will report the final vote results in a Form 8-K filing with the Securities and Exchange Commission within the next few days in compliance with the SEC rules.

With that, I'll turn the meeting back over to our Executive Chair, Carrie Cox.

Carrie Cox: Thank you, Kirke. The time is now 9:07 a.m. Eastern Daylight Time. There being no further business to come before the meeting, the Annual Meeting of Shareholders of Organon is now concluded. On behalf of the Board of Directors and Management, I want to extend my deepest gratitude to our shareholders for your continued support and participation today. Please visit our Investor Relations website for responses to relevant questions that were properly submitted during the meeting. Thank you once again and have a wonderful day.

Operator: The meeting has now concluded. Thank you for joining and have a pleasant day.