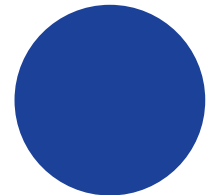




Organon

Fourth Quarter and Full Year 2023 Earnings



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 full-year 2024 guidance estimates and predictions regarding other financial information and metrics, franchise and product performance and strategy expectations for future periods. Forward-looking statements may be identified by words such “foresees,” “expects,” “intends,” “anticipates,” “plans,” “believes,” “seeks,” “estimates,” “would,” “potentially,” “intends,” “seeks,” “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 fully execute on our product development and commercialization plans within the United States or internationally; an inability to adapt to the industry-wide trend toward highly discounted channels; changes in tax laws or other tax guidance which could adversely affect our cash tax liability, effective tax rates, and results of operations and lead to greater audit scrutiny; an inability to execute on our business development strategy or realize the benefits of our planned acquisitions; efficacy, safety, or other quality concerns with respect to marketed products, including market actions such as recalls, withdrawals, or declining sales; political and social pressures, or regulatory developments, that adversely impact demand for, availability of, or patient access to contraception or fertility products; general economic factors, including recessionary pressures, interest rate and currency exchange rate fluctuations; general industry conditions and competition; 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; the impact of higher selling and promotional costs; any failure by Organon to obtain an additional period of market exclusivity in the United States for Nexplanon subsequent to the expiration of certain key patents in 2027; challenges inherent in new product development, including obtaining regulatory approval; the company’s ability to accurately predict its future financial results and performance; 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 most recent Annual Report on Form 10-K and subsequent SEC filings, available at the SEC’s Internet site (www.sec.gov).

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 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. You should refer to Slides 22 - 27 of this press release 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 2024 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 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.

Full Year 2023 highlights



- Revenue of \$6.3 billion, up 3% ex-FX
 - All three franchises contributed to growth
- Adjusted EBITDA of \$1.9 billion
- Diluted EPS of \$3.99, Adjusted Diluted EPS of \$4.14
- 2024 expected to represent third consecutive year of revenue growth ex-FX; expect stable to improving Adjusted EBITDA margins for full year 2024

See Slides 22 - 27 of this presentation for a reconciliation of non-GAAP measures.

Women's Health

- **Fertility grew 9% ex-FX** for full year 2023
- *Jada* **more than doubled revenue** ex-FX
- *Nexplanon* positioned for strong 2024
- Recent launch of *Xaciato*

Biosimilars

- **Franchise grew 24% ex-FX** for FY 2023
- **Double digit growth** in both *Renflexis* and *Ontruzant* in 2023
- *Hadlima* leads all *Humira** biosimilars

Established Brands

- **Revenue up 2% ex-FX** for full year 2023
- **Licensing agreement** for migraine assets in Europe
- Expect to **achieve flat performance in 2024**

Durability of Established Brands



Q1
Expanding manufacturing

Q3
Durability and diversity of brands

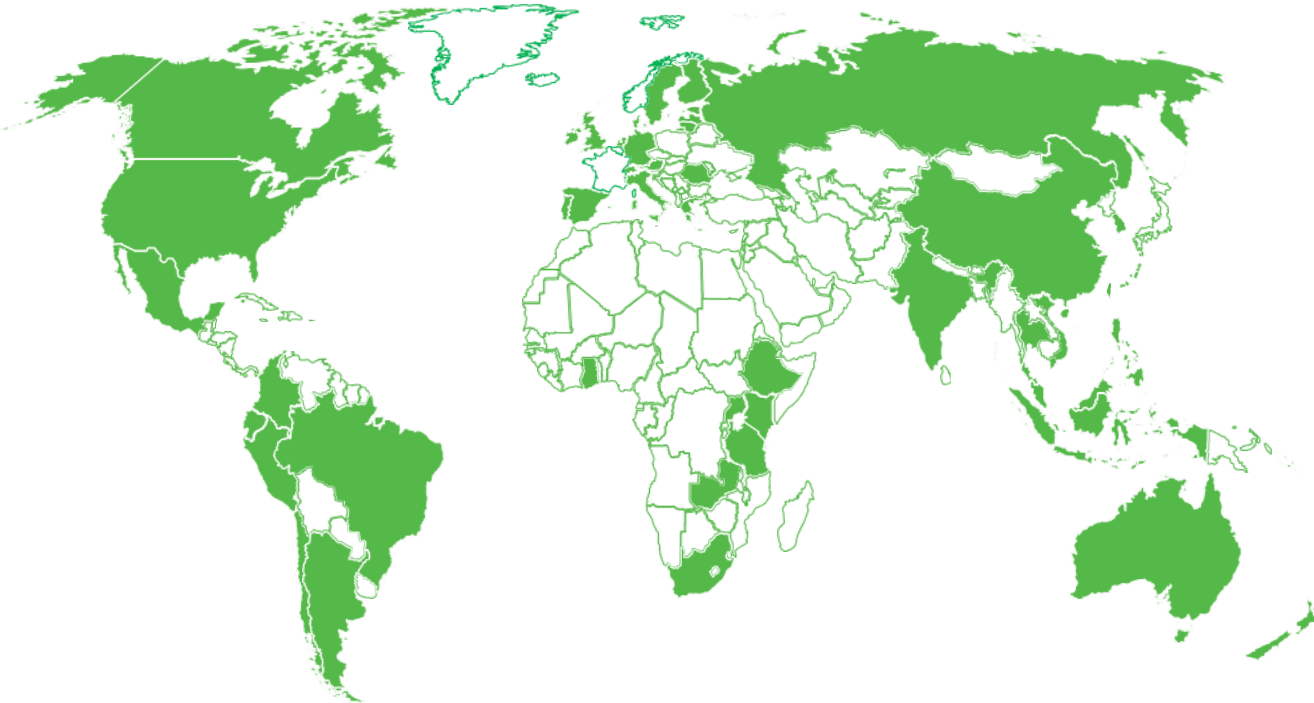
Q2
Stemming price erosion

Q4
LCM / entrepreneurial focus

Established Brands

Multiple market opportunities to drive continued stabilization across franchise

Over 30 unique opportunities identified since spin and in progress, across 20 plus markets covering all regions – LAMERA, APJ, EUCAN, China, US



Key Themes & Highlights



Product indication expansions



New market launches of existing products



New channels & go-to-market models



New pack size launches



Clone, second brand & white box product launches



Investment in select brands & leveraging brand equity

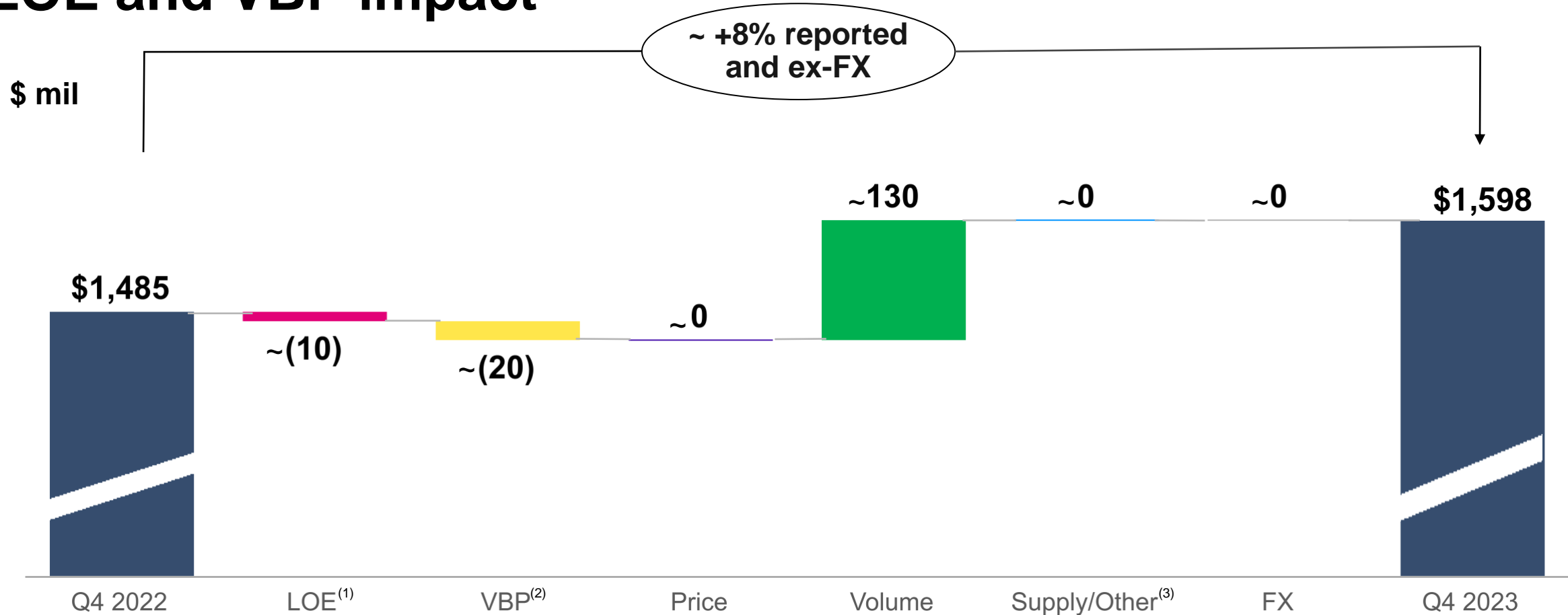
Solid performance across all geographies



| \$ mil | Q4-23 | Q4-22 | Actual VPY | Ex-FX VPY | FY 2023 | FY 2022 | Actual VPY | Ex-FX VPY |
|--|-------|-------|------------|-----------|---------|---------|------------|-----------|
| Europe and Canada | 414 | 389 | 6% | 1% | 1,673 | 1,631 | 3% | 2% |
| United States | 411 | 394 | 4% | 4% | 1,478 | 1,437 | 3% | 3% |
| Asia Pacific and Japan | 261 | 256 | 2% | 3% | 1,129 | 1,143 | (1)% | 3% |
| China | 203 | 196 | 4% | 4% | 864 | 917 | (6)% | (1)% |
| Latin America, Middle East, Russia and Africa | 279 | 230 | 21% | 29% | 965 | 895 | 8% | 13% |
| Other ⁽¹⁾ | 30 | 20 | 53% | 45% | 154 | 151 | 2% | —% |
| Total Revenues | 1,598 | 1,485 | 8% | 8% | 6,263 | 6,174 | 1% | 3% |

(1) Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties.

Q4 2024 revenue: strong volume growth more than offset LOE and VBP impact



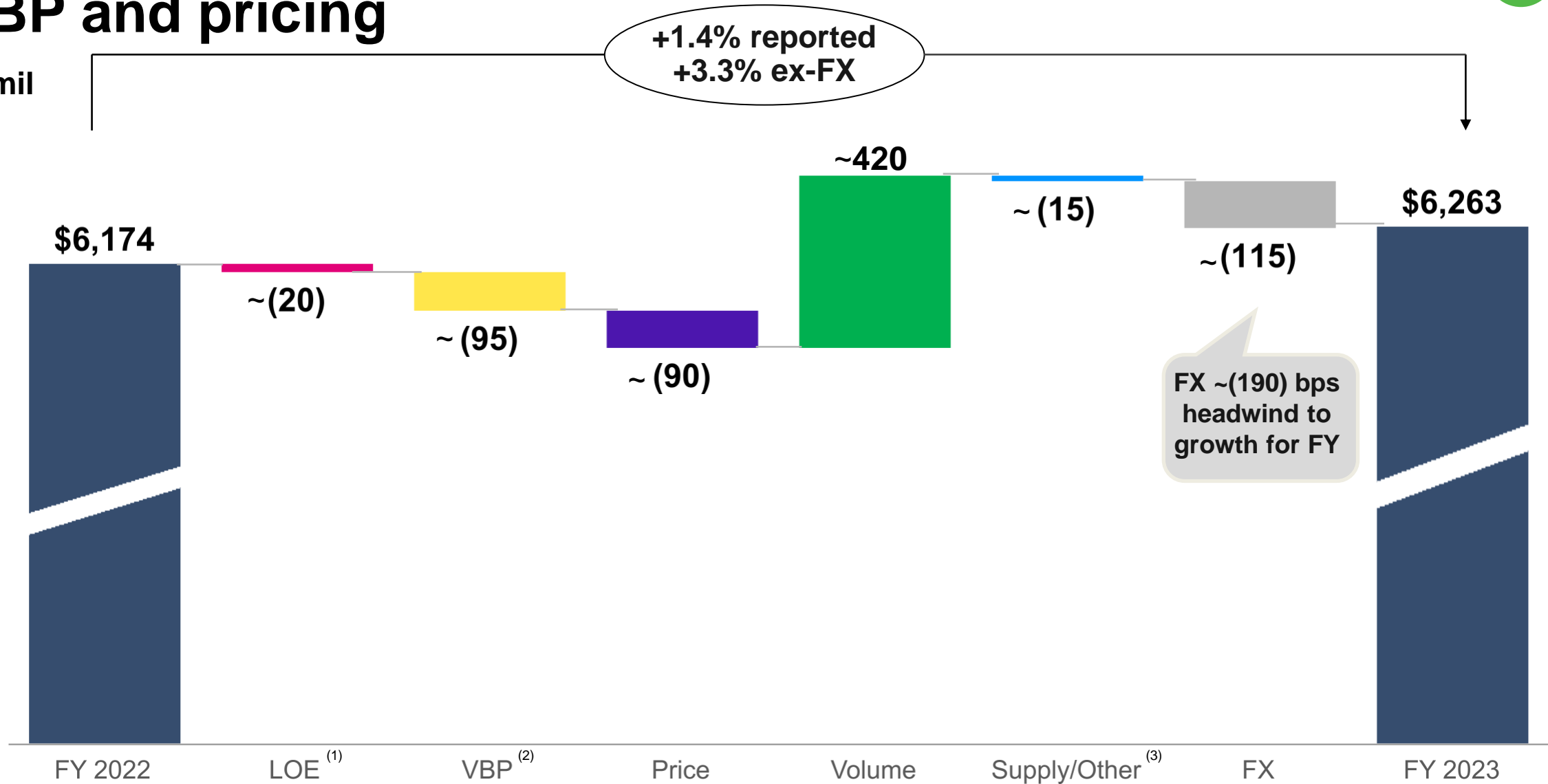
⁽¹⁾ LOE = Loss of Exclusivity

⁽²⁾ VBP = Volume Based Procurement

⁽³⁾ Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties

FY 2024 revenue: strong volume growth offset LOE, VBP and pricing

\$ mil



⁽¹⁾ LOE = Loss of Exclusivity

⁽²⁾ VBP = Volume Based Procurement

⁽³⁾ Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties

Women's Health

- **Growth in Fertility, Marvelon/Mercilon, Jada** offset generic competition for *NuvaRing*
- **Modest contribution from Nexplanon** driven by one-time headwinds



| Revenues \$ mil | Q4-23 | Q4-22 | Act VPY | Ex-FX VPY | FY 2023 | FY 2022 | Act VPY | Ex-FX VPY |
|--|------------|------------|-----------|-----------|--------------|--------------|-----------|-----------|
| <i>Nexplanon</i> ® (contraception) | 231 | 239 | (4)% | (3)% | 830 | 834 | (1)% | 1% |
| <i>NuvaRing</i> ® (contraception) | 35 | 40 | (14)% | (12)% | 152 | 173 | (12)% | (11)% |
| <i>Marvelon</i> ™/ <i>Mercilon</i> ™ (contraception) | 37 | 24 | 51% | 51% | 134 | 110 | 22% | 24% |
| <i>Follistim</i> ® (fertility) | 83 | 50 | 64% | 63% | 262 | 229 | 14% | 16% |
| Ganirelix Acetate Injection (fertility) | 22 | 25 | (15)% | (14)% | 110 | 123 | (10)% | (8)% |
| <i>Jada</i> ® (device) | 13 | 8 | 56% | 56% | 43 | 20 | 113% | 113% |
| Other Women's Health products | 44 | 46 | 1% | (1)% | 171 | 184 | (7)% | (6)% |
| Total Women's Health | 465 | 433 | 7% | 8% | 1,702 | 1,673 | 2% | 3% |

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



- **Second year of double-digit revenue growth**
- ***Renflexis* grew for 6th consecutive year, *Ontruzant* benefited from favorable timing of tenders**
- ***Hadlima* uptake continues following U.S. launch**



| Revenues \$ mil | Q4-23 | Q4-22 | Act VPY | Ex-FX VPY | FY 2023 | FY 2022 | Act VPY | Ex-FX VPY |
|--------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <i>Renflexis</i> ® | 77 | 60 | 28% | 28% | 278 | 226 | 23% | 24% |
| <i>Ontruzant</i> ® | 62 | 35 | 78% | 76% | 155 | 122 | 28% | 27% |
| <i>Brenzys</i> ™ | 28 | 23 | 20% | 20% | 73 | 75 | (2)% | 1% |
| <i>Aybintio</i> ™ | 9 | 10 | (11)% | (17)% | 43 | 39 | 10% | 8% |
| <i>Hadlima</i> ™ | 23 | 6 | NM | NM | 44 | 19 | 125% | 130% |
| Biosimilars | 199 | 134 | 49% | 48% | 593 | 481 | 23% | 24% |

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



- **Ex-FX growth of 2% for full-year 2023** despite headwinds in China
- **Volume growth** continues to outpace price pressure



| Revenues \$ mil | Q4-23 | Q4-22 | Act VPY | Ex-FX VPY | FY 2023 | FY 2022 | Act VPY | Ex-FX VPY |
|------------------------------|------------|------------|-----------|-----------|--------------|--------------|-------------|-----------|
| Cardiovascular | 322 | 328 | (2)% | (4)% | 1,460 | 1,498 | (3)% | (1)% |
| Respiratory | 274 | 247 | 11% | 13% | 1,064 | 1,037 | 3% | 6% |
| Non-Opioid Pain, Bone & Derm | 187 | 185 | 1% | 3% | 782 | 788 | (1)% | 2% |
| Other | 133 | 128 | 4% | 2% | 541 | 552 | (2)% | 1% |
| Total Est. Brands | 915 | 888 | 3% | 3% | 3,847 | 3,874 | (1)% | 2% |

Totals may not foot due to rounding.

Gross Margin drove profitability variance

| All numbers presented on non-GAAP basis ⁽¹⁾ | Q4-23 | Q4-22 | Actual VPY | FY 2023 | FY 2022 | Actual VPY |
|--|--------------|--------------|------------|--------------|--------------|-------------|
| Revenue | 1,598 | 1,485 | 8% | 6,263 | 6,174 | 1% |
| Cost of sales | 634 | 548 | 16% | 2,333 | 2,116 | 10% |
| Adjusted Gross profit | 964 | 937 | 3% | 3,930 | 4,058 | (3)% |
| Selling, general and administrative | 401 | 414 | (3)% | 1,556 | 1,510 | 3% |
| R&D | 127 | 135 | (6)% | 500 | 446 | 12% |
| Acquired IPR&D and milestones | — | — | — | 8 | 107 | (93)% |
| Total research and development including IPR&D | 127 | 135 | (6)% | 508 | 553 | (8)% |
| Adjusted EBITDA | 449 | 380 | 18% | 1,944 | 2,085 | (7)% |
| Adjusted diluted EPS | 0.88 | 0.81 | 8% | 4.14 | 5.03 | (18)% |
| Per share impact to diluted EPS from acquired IPR&D and milestones | — | — | — | (0.03) | (0.33) | (91)% |
| Adjusted Gross margin | 60.3% | 63.1% | | 62.7% | 65.7% | |
| Adjusted EBITDA margin | 28.1% | 25.6% | | 31.0% | 33.8% | |

⁽¹⁾ See Slides 22 - 27 of this presentation for a reconciliation of non-GAAP measures to their respective GAAP measures.

Significant improvement in working capital in Q4

FY 2023 close to \$1 billion free cash flow before one-time, spin-related costs

| <i>(USD millions)</i> | Q1 | Q2 | Q3 | Q4 | 2023 |
|---|--------------|---------------|--------------|--------------|--------------|
| Adjusted EBITDA | \$518 | \$530 | \$447 | \$449 | \$1,944 |
| Less: Net cash interest expense | (65) | (179) | (68) | (184) | (496) |
| Less: Cash taxes | (61) | (29) | (55) | 10 | (135) |
| Less: Change in net working capital | (207) | (233) | (52) | 267 | (225) |
| Less: CapEx | (23) | (33) | (37) | (55) | (148) |
| Free Cash Flow Before One Time Costs | \$162 | \$56 | \$235 | \$487 | \$940 |
| Less: One time spin-related costs | (82) | (94) | (77) | (91) | (344) |
| Less: Other one-time costs* | 0 | 0 | 0 | (35) | (35) |
| Free Cash Flow ⁽¹⁾ | \$80 | \$(38) | \$158 | \$362 | \$562 |

*Represents the first installment pertaining to the settlement of the Microspherix litigation.

⁽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.

Voluntary debt repayments of \$450M since spin

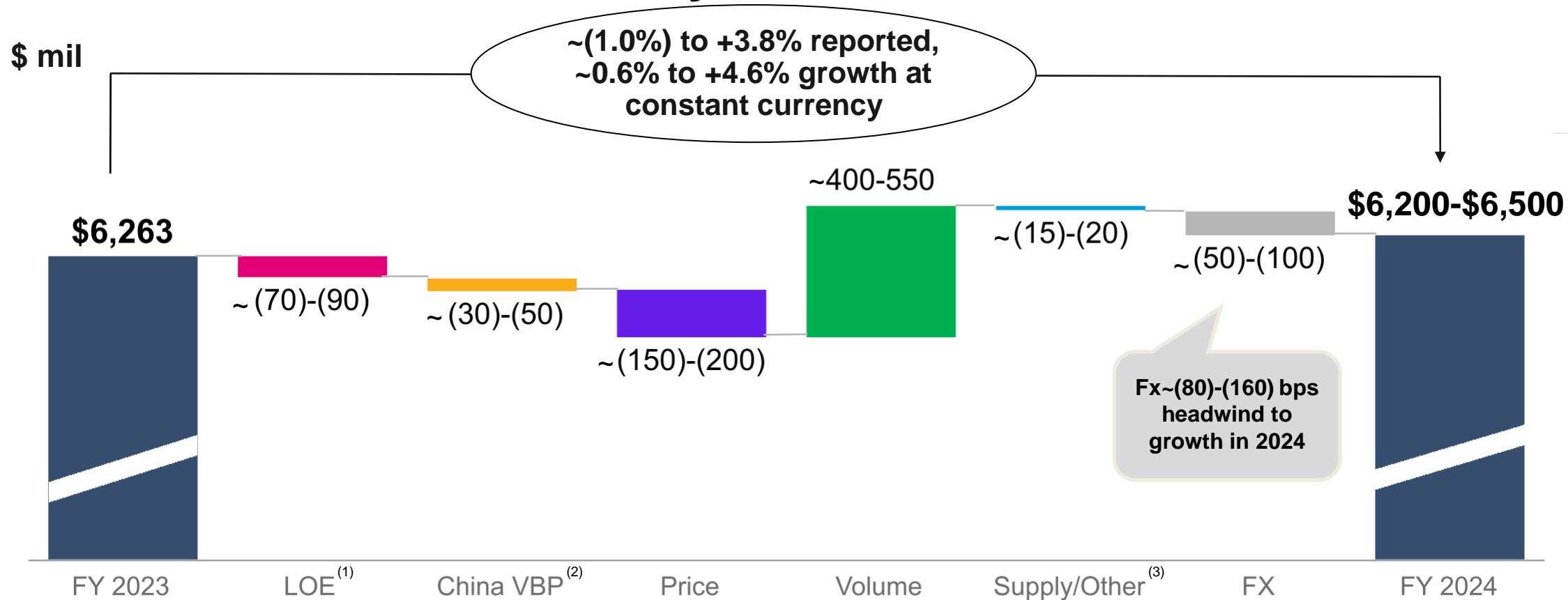
Bank covenant ^(*) net leverage ratio ~4.1x

| \$ mil | Dec 2021 | Dec 2022 | Mar 2023 | Jun 2023 | Sept 2023 | Dec 2023 |
|---------------------------|----------|----------|----------|----------|-----------|----------|
| Cash and cash equivalents | 737 | 706 | 459 | 326 | 414 | 693 |
| Gross Debt ⁽¹⁾ | 9,134 | 8,913 | 8,711 | 8,730 | 8,654 | 8,760 |
| Net Debt ⁽¹⁾ | 8,397 | 8,207 | 8,252 | 8,404 | 8,240 | 8,067 |

() 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.*

(1) Debt figures are net of discounts and unamortized fees of \$124 million, \$105 million, \$97 million, \$93 million, \$87 million and \$84 million as of December 31, 2021, December 31, 2022, March 31, 2023, June 30, 2023, September 30, 2023, and December 31, 2023, respectively.

2024 expected to be third consecutive year of revenue growth at constant currency



⁽¹⁾ LOE = Loss of Exclusivity

⁽²⁾ VBP = Value Based Pricing

⁽³⁾ Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties

Full Year 2024 guidance ranges



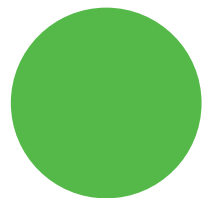
| Provided on a Non-GAAP basis, except revenue | 2023 Full Year Actuals | 2024 Full Year Guidance |
|---|------------------------|-------------------------|
| Revenues | \$6.3B | \$6.2B-\$6.5B |
| Adjusted gross margin | 62.7% | 61.0% - 63.0% |
| SG&A | \$1,556M | \$1.5B - \$1.7B |
| R&D (excluding IPR&D) | \$500M | \$400M - \$500M |
| Adjusted EBITDA margin | 31.0% | 31.0% - 33.0% |
| Interest | \$527M | ~\$520M |
| Depreciation | \$118M | ~\$130M |
| Effective non-GAAP tax rate | 18.3% | 18.5% - 20.5% |
| Fully diluted weighted average shares outstanding | 256M | ~259M |



Q&A



Appendix



Franchise performance

| \$ mil | Q4-2023 | Q4-2022 | Actual VPY | Ex-FX VPY | FY 2023 | FY 2022 | Actual VPY | Ex-FX VPY |
|-----------------------|--------------|--------------|------------|-----------|--------------|--------------|------------|-----------|
| Women's Health | 465 | 433 | 7% | 8% | 1,702 | 1,673 | 2% | 3% |
| Biosimilars | 199 | 134 | 49% | 48% | 593 | 481 | 23% | 24% |
| Est. Brands | 915 | 888 | 3% | 3% | 3,847 | 3,874 | (1)% | 2% |
| Other ⁽¹⁾ | 19 | 30 | (37)% | (42)% | 121 | 146 | (17)% | (19)% |
| Total Revenues | 1,598 | 1,485 | 8% | 8% | 6,263 | 6,174 | 1% | 3% |

(1) Other includes manufacturing sales to Merck & Co., Inc., Rahway, NJ, USA and other third parties.

Reconciliation of GAAP Reported to Non-GAAP Adjusted Information

| Unaudited, \$ in millions except per share amounts | Three Months Ended December 31, 2023 | | | | | | Non-GAAP Adjusted |
|--|--------------------------------------|-----------------------------------|---------------|--------------------------|--------------|----------------------|-------------------|
| | GAAP | Spin related Costs ⁽¹⁾ | Restructuring | Stock-based Compensation | Amortization | Other ⁽²⁾ | |
| Revenues | \$ 1,598 | | | | | | \$ 1,598 |
| Cost of sales | 683 | (17) | — | (4) | (28) | — | 634 |
| Gross profit | 915 | | | | | | 964 |
| Gross margin | 57.3 % | | | | | | 60.3 % |
| Selling, general and administrative | 469 | (47) | — | (18) | — | (3) | 401 |
| Research and development | 134 | (2) | — | (5) | — | — | 127 |
| Restructuring costs | 58 | — | (58) | — | — | — | — |
| Interest expense | 129 | — | — | — | — | — | 129 |
| Exchange losses | 17 | — | — | — | — | — | 17 |
| Other expense (income), net | 4 | (4) | — | — | — | — | — |
| | 1,494 | | | | | | 1,308 |
| Income before income taxes | 104 | | | | | | 290 |
| Taxes on income | (442) | 7 | 12 | 5 | 5 | 477 | 64 |
| Net income | \$ 546 | | | | | | \$ 226 |
| Earnings per share - Diluted | \$ 2.13 | | | | | | \$ 0.88 |

(1) One-time spin-related costs includes costs from the separation of Merck & Co., Inc., Rahway, NJ, US.

(2) Other costs primarily includes a tax benefit resulting from the termination of a Swiss tax arrangement and one-time costs related to inventory step-up adjustments and legal reserves.

Reconciliation of GAAP Reported to Non-GAAP Adjusted Information

| Unaudited, \$ in millions except per share amounts | Year Ended December 31, 2023 | | | | | | Non-GAAP Adjusted |
|---|------------------------------|-----------------------------------|---------------|--------------------------|--------------|----------------------|-------------------|
| | GAAP | Spin related Costs ⁽¹⁾ | Restructuring | Stock-based Compensation | Amortization | Other ⁽²⁾ | |
| Revenues | \$ 6,263 | | | | | | \$ 6,263 |
| Cost of sales | 2,515 | (47) | — | (17) | (116) | (2) | 2,333 |
| Gross profit | 3,748 | | | | | | 3,930 |
| Gross margin | 59.8 % | | | | | | 62.7 % |
| Selling, general and administrative | 1,893 | (178) | — | (68) | — | (91) | 1,556 |
| Research and development | 528 | (12) | — | (16) | — | — | 500 |
| Acquired in-process research and development and milestones | 8 | — | — | — | — | — | 8 |
| Restructuring costs | 62 | — | (62) | — | — | — | — |
| Interest expense | 527 | — | — | — | — | — | 527 |
| Exchange losses | 42 | — | — | — | — | — | 42 |
| Other expense (income), net | 15 | (17) | — | — | — | — | (2) |
| | 5,590 | | | | | | 4,964 |
| Income before income taxes | 673 | | | | | | 1,299 |
| Taxes on income | (350) | 49 | 13 | 17 | 21 | 488 | 238 |
| Net income | \$ 1,023 | | | | | | \$ 1,061 |
| Earnings per share - Diluted | \$ 3.99 | | | | | | \$ 4.14 |

(1) One-time spin-related costs includes costs from the separation of Merck & Co., Inc., Rahway, NJ, US.

(2) Other costs primarily includes a tax benefit resulting from the termination of a Swiss tax arrangement and one-time costs related to inventory step-up adjustments and legal reserves.

Reconciliation of GAAP Reported to Non-GAAP Adjusted Information

| Unaudited, \$ in millions except per share amounts | Three Months Ended December 31, 2022 | | | | | | Non-GAAP Adjusted |
|--|--------------------------------------|-----------------------------------|---------------|--------------------------|--------------|----------------------|-------------------|
| | GAAP | Spin related Costs ⁽¹⁾ | Restructuring | Stock-based Compensation | Amortization | Other ⁽²⁾ | |
| Revenues | \$ 1,485 | | | | | | \$ 1,485 |
| Cost of sales | 594 | (7) | — | (4) | (28) | (7) | 548 |
| Gross profit | 891 | | | | | | 937 |
| Gross margin | 60.0 % | | | | | | 63.1 % |
| Selling, general and administrative | 470 | (36) | — | (16) | — | (4) | 414 |
| Research and development | 142 | (3) | — | (3) | — | (1) | 135 |
| Restructuring costs | 17 | — | (17) | — | — | — | — |
| Interest expense | 119 | — | — | — | — | — | 119 |
| Exchange losses | 32 | — | — | — | — | — | 32 |
| Other expense (income), net | — | (3) | — | — | — | 3 | — |
| | 1,374 | | | | | | 1,248 |
| Income before income taxes | 111 | | | | | | 237 |
| Taxes on income | 3 | 12 | 4 | 6 | 4 | — | 29 |
| Net income | \$ 108 | | | | | | \$ 208 |
| Earnings per share - Diluted | \$ 0.42 | | | | | | \$ 0.81 |

(1) One-time spin-related costs includes costs from the separation of Merck & Co., Inc., Rahway, NJ, US.

(2) Other costs primarily includes one-time costs related to inventory step-up adjustments and legal reserves.

Reconciliation of GAAP Reported to Non-GAAP Adjusted Information

| Unaudited, \$ in millions except per share amounts | Year Ended December 31, 2022 | | | | | | Non-GAAP Adjusted |
|---|------------------------------|-----------------------------------|---------------|--------------------------|--------------|----------------------|-------------------|
| | GAAP | Spin related Costs ⁽¹⁾ | Restructuring | Stock-based Compensation | Amortization | Other ⁽²⁾ | |
| Revenues | \$ 6,174 | | | | | | \$ 6,174 |
| Cost of sales | 2,294 | (25) | — | (13) | (116) | (24) | 2,116 |
| Gross profit | 3,880 | | | | | | 4,058 |
| Gross margin | 62.8 % | | | | | | 65.7 % |
| Selling, general and administrative | 1,704 | (122) | — | (51) | — | (21) | 1,510 |
| Research and development | 471 | (11) | — | (11) | — | (3) | 446 |
| Acquired in-process research and development and milestones | 107 | — | — | — | — | — | 107 |
| Restructuring costs | 28 | — | (28) | — | — | — | — |
| Interest expense | 422 | — | — | — | — | — | 422 |
| Exchange losses | 11 | — | — | — | — | — | 11 |
| Other expense (income), net | 15 | (23) | — | — | — | 3 | (5) |
| | <u>5,052</u> | | | | | | <u>4,607</u> |
| Income before income taxes | 1,122 | | | | | | 1,567 |
| Taxes on income | 205 | 36 | 6 | 13 | 19 | 4 | 283 |
| Net income | <u>\$ 917</u> | | | | | | <u>\$ 1,284</u> |
| Earnings per share - Diluted | \$ 3.59 | | | | | | \$ 5.03 |

(1) One-time spin-related costs includes costs from the separation of Merck & Co., Inc., Rahway, NJ, US.

(2) Other costs primarily includes one-time costs related to inventory step-up adjustments, impairment charges and legal reserves.

Income before income taxes to Adjusted EBITDA

| Unaudited, \$ in millions | Q4-2023 | Q4-2022 |
|-------------------------------|--------------|--------------|
| Income before income taxes | 104 | 111 |
| Depreciation ⁽¹⁾ | 30 | 24 |
| Amortization | 28 | 28 |
| Interest expense | 129 | 119 |
| EBITDA | 291 | 282 |
| Restructuring costs | 58 | 17 |
| One-time costs ⁽²⁾ | 73 | 58 |
| Stock-based compensation | 27 | 23 |
| Adjusted EBITDA | 449 | 380 |
| <i>Adjusted EBITDA margin</i> | <i>28.1%</i> | <i>25.6%</i> |

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

(2) One-time costs primarily include costs incurred in connection with the spin-off of Organon, inventory step up adjustments and legal reserves.

Income before income taxes to Adjusted EBITDA

| Unaudited, \$ in millions | FY 2023 | FY 2022 |
|-------------------------------|--------------|--------------|
| Income before income taxes | 673 | 1,122 |
| Depreciation ⁽¹⁾ | 118 | 96 |
| Amortization | 116 | 116 |
| Interest expense | 527 | 422 |
| EBITDA | 1,434 | 1,756 |
| Restructuring costs | 62 | 28 |
| One-time costs ⁽²⁾ | 347 | 226 |
| Stock-based compensation | 101 | 75 |
| Adjusted EBITDA | 1,944 | 2,085 |
| <i>Adjusted EBITDA margin</i> | <i>31.0%</i> | <i>33.8%</i> |

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

(2) One-time costs primarily include costs incurred in connection with the spin-off of Organon, inventory step up adjustments and legal reserves.

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®



elonva™
corifollitropin alfa



Jada SYSTEM XACIATO™
(clindamycin phosphate)

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)



HYZAAR®
losartan + HCTZ 50/12.5



Atozet™
(ezetimibe and atorvastatin, MSD)



Zetia®
(ezetimibe)
10 mg Tablets



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



Propecia®
(finasteride)

Number of
products

14

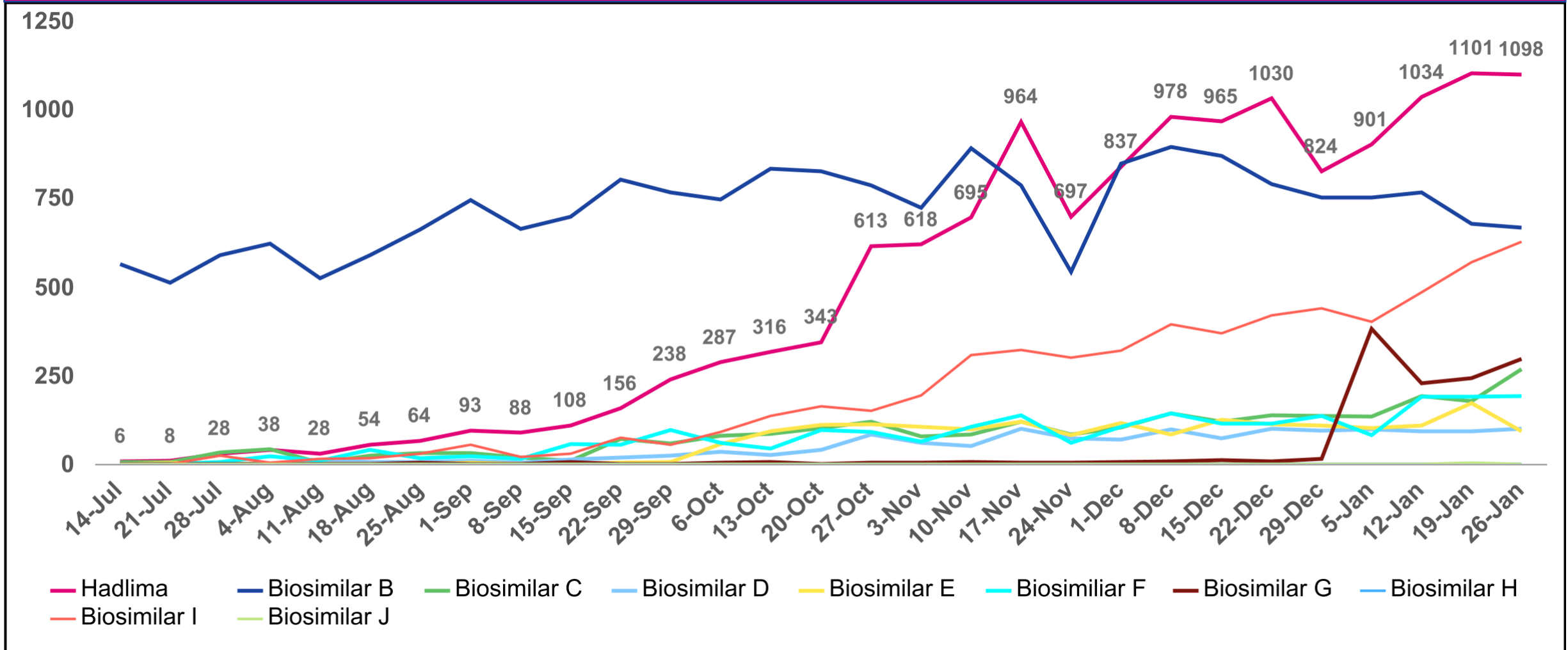
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ORGANON™

Hadlima gaining ground

2023 U.S. Weekly Total Prescriptions (TRx)



Source: Symphony Healthcare Analytics, LLC (Jul 14, 2023 - Jan 26, 2024)