



Merck Investor Day

featuring Organon

May 3, 2021



Agenda

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Welcome and Strategic Overview

Rob Davis, President

Organon Session

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Kevin Ali, CEO

Commercial Prospects/Strategy

Susi Fiedler, Chief Commercial Officer

Business Unit Presentations

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Simon Holland, Women's Health Commercial Lead
Elisabeth Weis, Fertility Commercial Lead

Biosimilars

Joe Azzinaro, Commercial Lead

Established Brands

Ger Brennan, Established Brands Commercial Lead

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Dr. Sandy Milligan, Head of Research & Development

Financial Outlook

Matt Walsh, Chief Financial Officer

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Q&A

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Closing Remarks

Kevin Ali, CEO



Forward-looking statement of Merck & Co., Inc., Kenilworth, N.J., USA

This presentation of Merck & Co., Inc., Kenilworth, N.J., USA (the “company”) includes “forward-looking statements” within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. 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. There can be no guarantees with respect to pipeline products that the products will receive the necessary regulatory approvals or that they will prove to be commercially successful. 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, risks related to the completion and timing of the separation of Organon from the company; the benefits, costs and other effects of the separation of Organon from the company; general industry conditions and competition; general economic factors, including interest rate and currency exchange rate fluctuations; the impact of the global outbreak of novel coronavirus disease (COVID-19); 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 future market conditions; manufacturing difficulties or delays; financial instability of international economies and sovereign risk; 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 2020 Annual Report on Form 10-K, Organon’s Registration Statement on Form 10 (File No. 001-40235) and the company’s other filings with the Securities and Exchange Commission (SEC) available at the SEC’s Internet site (www.sec.gov).



Rob Davis

President, Merck

Organon Investor Day
May 3, 2021

Organon: well positioned for successful launch as new company

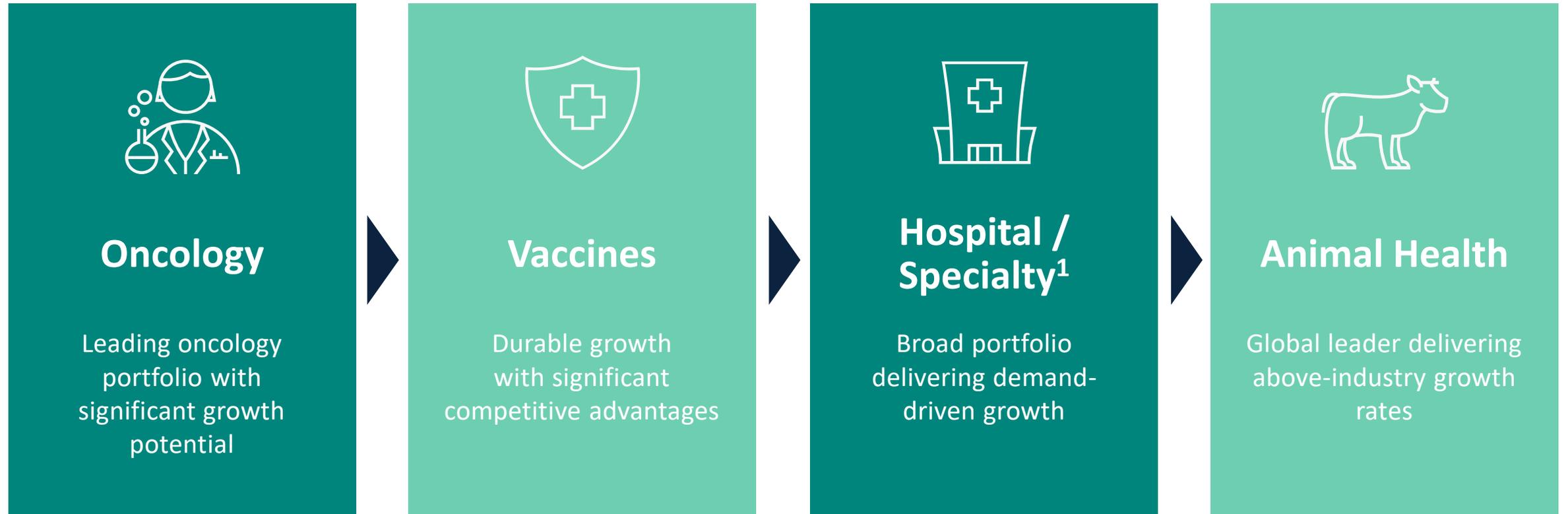


Organon: unleashing growth potential

Building on the proud heritage of the Organon name and honored reputation with patients and healthcare providers in Women's Health

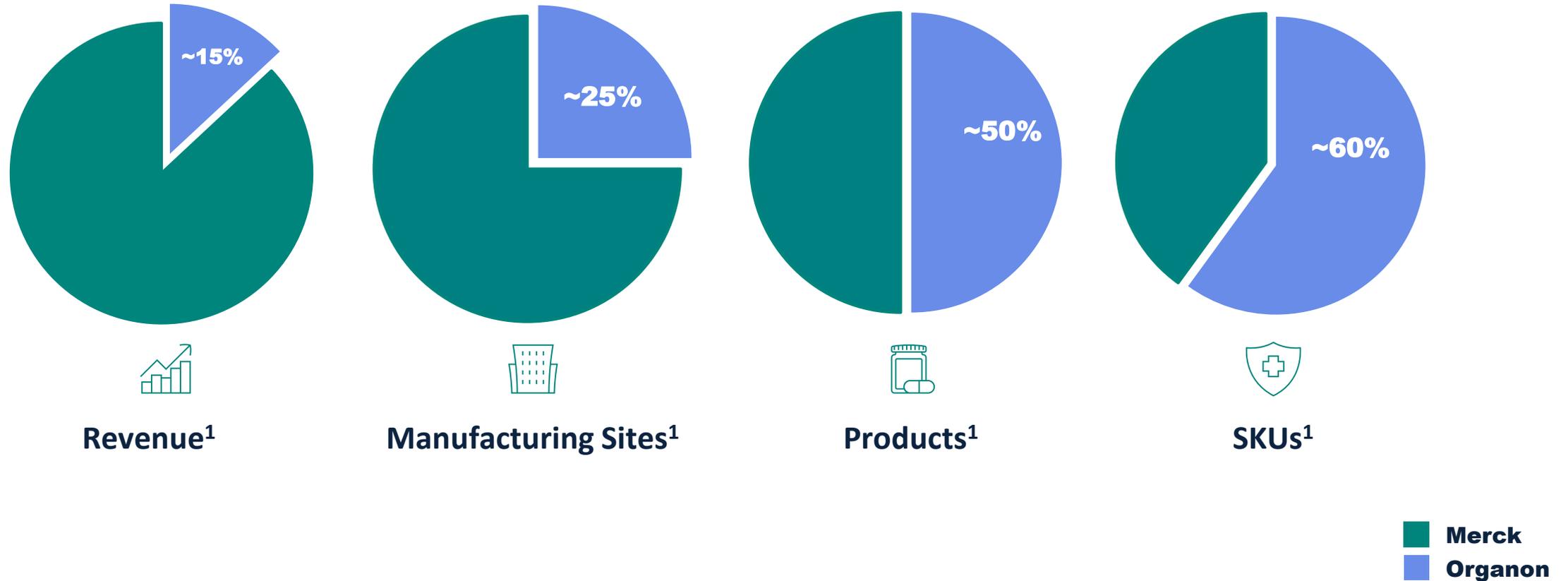


Merck to focus attention and resources on accelerating key growth pillars



1. Including specialty products in the pipeline that have not yet launched

Spinoff of Organon will significantly streamline our human health operations



1. Organon as a percentage of Human Health; rounded to the nearest 5%

Innovative pipeline to solve the greatest unmet medical needs

Phase 2

Oncology

KEYTRUDA
Advanced Solid Tumors

LYNPARZA
Advanced Solid Tumors

MK-6440
Advanced Solid Tumors
Breast Cancer

MK-1026
Hematological
Malignancies

MK-1308
Melanoma
NSCLC
Solid Tumors

MK-1454
Head and Neck

MK-2140
Advanced Solid Tumors

MK-4830
Advanced Solid Tumors

MK-4280
NSCLC
Hematological Malignancies

TUKYSA (MK-7119)
Advanced Solid Tumors
Colorectal
Gastric

LENVIMA
Biliary Tract
Advanced Solid Tumors
Colorectal
Glioblastoma

V937
Melanoma
Breast
CSCC

HNSCC
Solid Tumors

MK-7684
NSCLC
Melanoma

MK-5890
NSCLC

Infectious diseases

Islatravir (MK-8591)
HIV Infection

Islatravir (MK-8591)/MK-8507
HIV Infection

Molnupiravir (MK-4482)
Anti-Viral SARS-CoV-2 Infection

Neuroscience

MK-8189
Schizophrenia

Vaccines

V160
Cytomegalovirus

V116
Pneumococcal

V184
Chikungunya Virus

General medicine

MK-7075
Overgrowth Syndrome

MK-1654
Respiratory Syncytial Virus

MK-3655
NASH

Phase 3

Oncology

KEYTRUDA
Biliary Tract
Cervical (EU)
Colorectal
cSCC (EU)
Endometrial (EU)
Gastric (EU)
Hepatocellular (EU)
Mesothelioma
NSCLC
Ovarian
Prostate
SCLC (EU)

LENVIMA
Bladder
Endometrial (EU)
Melanoma
NSCLC
HNSCC
Gastric

LYNPARZA
NSCLC
Colorectal

MK-6482
RCC

TUKYSA (MK-7119)
Breast

Infectious diseases

MK-8591A
HIV Infection (doravirine/islatravir)

MK-7110
COVID-19

Under regulatory review

Oncology

KOSELUGO® (MK-5618)1
Pediatric neurofibromatosis type-1 (EU)

Cardiovascular

vericiguat (MK-1242)
Heart Failure (JPN, EU)

Hospital acute care

RECARBRIO
Bacterial Infection (JPN)

Vaccines

V114
Pneumoconjugate vaccine

General medicine

gefapixant (MK-7264)
Cough

Creating long-term value for patients and shareholders



Next 5 Years

Strong execution driving sustainable revenue growth, meaningful margin expansion and accelerated bottom-line growth



5-10 Years

Rich pipeline addressing areas of high unmet need to drive performance over the next 5 to 10 years



10+ Years

Revitalized discovery efforts and increased expertise in biology to deliver ongoing scientific breakthroughs for decades to come

Anchored by our deep bench of talent and commitment to our mission

Two companies better positioned to deliver value to patients and shareholders

| | Strategy | Operations | Business Mix | Financial |
|---|---|--|--|--|
|  <p>MERCK INVENTING FOR LIFE</p> | <ul style="list-style-type: none"> Merck Research Labs at the forefront of breakthrough science and innovation Improved focus on key growth pillars | <ul style="list-style-type: none"> Reduction of 25%¹ manufacturing sites Eliminate 50%¹ products Eliminate 60%¹ SKUs | <ul style="list-style-type: none"> Key growth pillars drive ~90% of revenue post-spin Broad portfolio encompassing Oncology, Vaccines, Hospital & Specialty, and Animal Health | <ul style="list-style-type: none"> Faster revenue growth (up to 1% CAGR² improvement) Incremental \$1.5B in operating efficiencies by 2024 (including \$500M in 2021) Operating margin >42% in 2024 Financial capacity for BD, including \$9B special dividend |
|  <p>ORGANON</p> | <ul style="list-style-type: none"> Leader in Women's Health with strong growth Growing biosimilars franchise Broad portfolio of established brands with strong cash flows, expected to have modest LOE risk following 2021 | <ul style="list-style-type: none"> Global scale and differentiated capabilities Focus on lifecycle management and BD strategy Extensive planning and preparation for independent operations | <ul style="list-style-type: none"> Global scale and capabilities enable opportunity to be a commercialization and distribution partner of choice | <ul style="list-style-type: none"> Global growth business (low-to mid-single digit revenue growth off 2021 base) Significant opportunity in women's health and biosimilars Financial capacity to execute on bolt-on BD opportunities |

Faster growth of Organon and operational efficiencies gained at Merck post-spinoff drive higher combined Non-GAAP EPS within 12-24 months

1. Organon as a percentage of Human Health; rounded to the nearest 5%
 2. 2021 to 2024 CAGR

Organon will be led by talented executives with deep global pharma experience



Kevin Ali,
CEO of Organon

Kevin Ali is the CEO and board member of Organon, a global healthcare company with the vision of creating a better and healthier every day for every woman around the world. Kevin led the formation of Organon in 2021 to address the significant healthcare issues that women face and deliver impactful solutions all over the world.

Kevin has more than three decades of healthcare and commercialization experience from Merck, where he has held a number of leadership roles. Before leading Organon, Kevin was president of Merck's international business, responsible for commercial markets outside the US which account for 96% of the world's population and over half of Merck's pharmaceutical revenues. Under Kevin's leadership, the business was a significant driver of Merck's growth. Previously, Kevin served as the president of the emerging markets region where he transformed the performance of many countries for sustained growth and strength. Earlier in his career, Kevin was the managing director of Germany and Turkey and also led key therapeutic franchises.

Kevin holds an MBA from Santa Clara University and a Bachelor of Arts from the University of California, Berkeley.

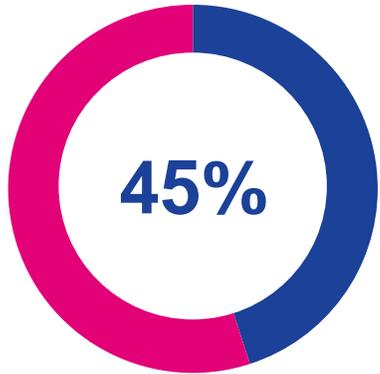
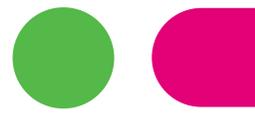


Kevin Ali, CEO

Introduction to Organon



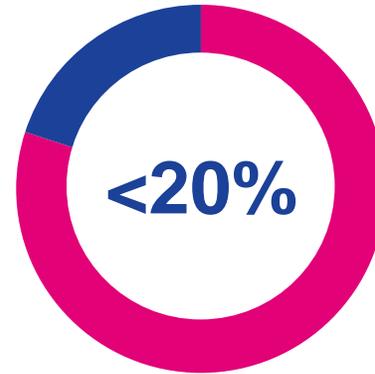
Significant unmet needs underscore opportunity



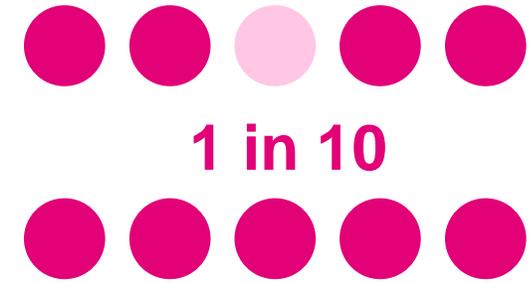
Nearly half (**45%**)
of pregnancies
are unintended



10 million women
suffer from **severe** peri
& post-menopausal
symptoms



26 million women
suffer from **uterine**
fibroids, less than
20% are diagnosed
and treated



1 in 10 pre-menopausal
women have
endometriosis yet
less than half are
diagnosed and treated

Source: JP Morgan company presentations 2019, Guttmacher Institute, CDC

Introducing a new kind of company

Our vision

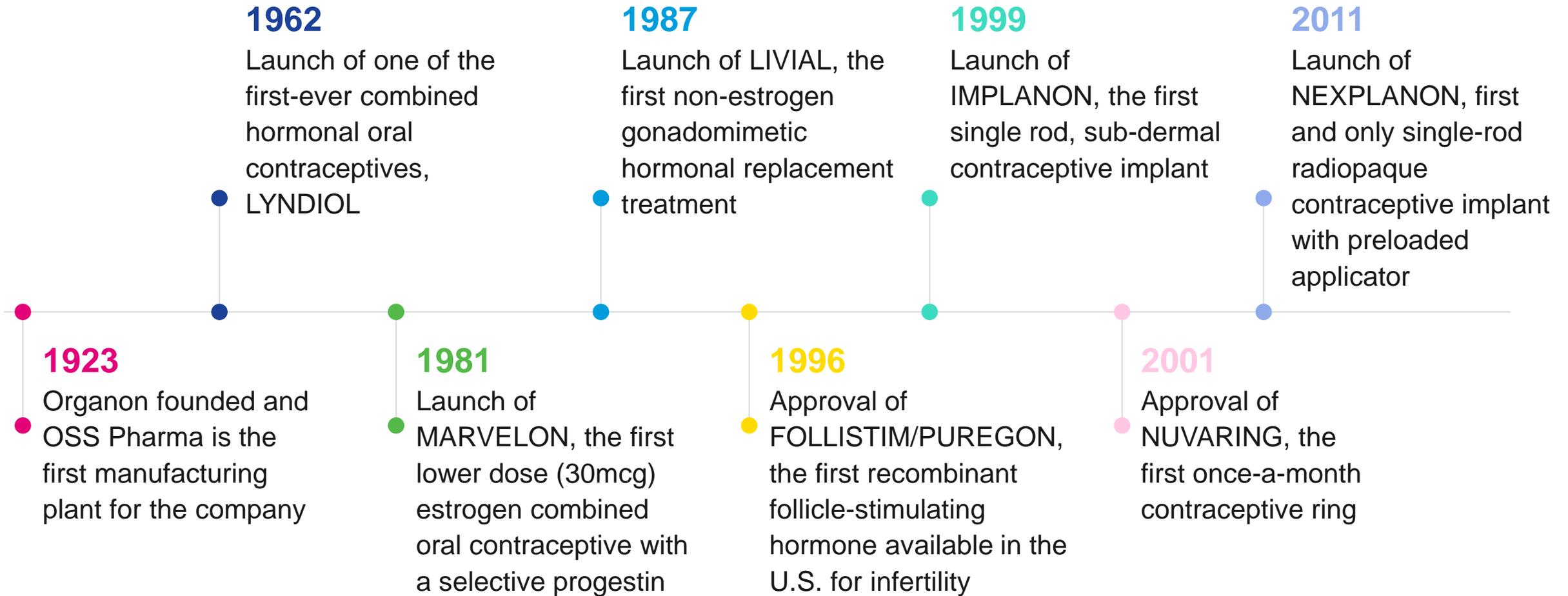
A better and healthier every day for every woman

Our mission

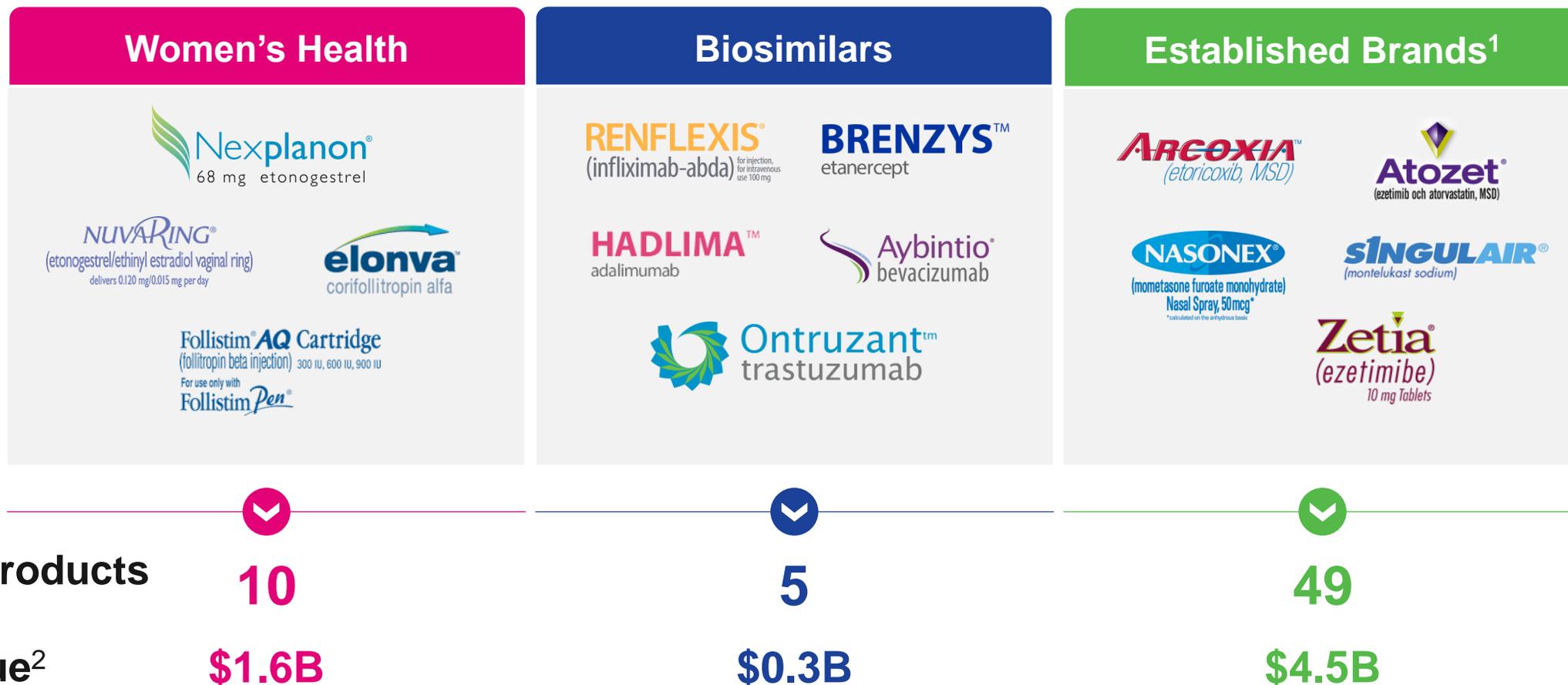
Deliver impactful medicines and solutions for a healthier every day



Organon's legacy: a proud contraceptive heritage



Maximize opportunities in Women's Health and realize full potential of Biosimilars and Established Brands



1. Cardiovascular, Non-Opioid Pain, Dermatology, Respiratory, Bone, Other; 2. Based on product sales only; excludes other revenues, mainly manufacturing supply sales

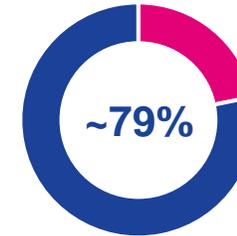
Diversified portfolio and scaled organization

~\$6.6B

Pro Forma
Revenue in
2020¹

140+

Markets and
countries that
Organon serves



Revenue generated
**outside
the U.S.** in 2020²

~\$2.8B

Pro Forma
Adj. EBITDA
in 2020³

64

Products

6

**Internally-owned
manufacturing sites**
produce majority of
drug product

Global scale and capabilities enable us to be a commercialization and distribution partner of choice for smaller players

1. Reflects full-year 2020 pro forma revenue; includes other revenues, mainly manufacturing supply sales; 2. Based on 2020 total Organon product segment sales; 3. Reflects Pro Forma Adjusted EBITDA on a deal basis; Pro Forma Adjusted EBITDA on a deal basis is a non-GAAP metric; refer to page 37 and the Form 10 for a reconciliation

Seasoned, independent and diverse Board of Directors



Carrie Cox

Chairman, Organon;
Executive Chairman and
former CEO, Humacyte;
former Executive Vice
President, Schering-
Plough



Kevin Ali

Chief Executive Officer,
Organon



Robert Essner

Former Chairman,
President and Chief
Executive Officer,
Wyeth, LLC



**Alan Ezekowitz,
M.D., Ph.D.**

Venture Partner,
Third Rock Ventures, LLC



**Fatima de Vera
Francisco**

Chief Executive Officer,
Global Baby and
Feminine Care, Proctor &
Gamble



**Helene Gayle,
M.D.**

President and
Chief Executive Officer,
Chicago Community
Trust



Shelly Lazarus

Chairman Emeritus,
Ogilvy & Mather



Deborah Leone

Former Chief Operating
Officer, Investment
Management,
Goldman Sachs



Martha McGarry

Partner,
Skadden, Arps, Slate,
Meaher & Flom LLP



**Philip Ozuah,
M.D., Ph.D.**

Chief Executive Officer,
Montefiore Medical Center



Cynthia Patton

Executive Vice
President, General
Counsel,
Verily Life Sciences



Grace Puma

Executive Vice
President
of Global Operations,
PepsiCo



Shalini Sharp

Former Chief Financial
Officer, and Executive
Vice President,
Utragenyx
Pharmaceutical, Inc.

Top talent with successful track record brought together to lead



Kevin Ali
Chief Executive Officer,
Organon



Aaron Falcione
Chief Human
Resources Officer



Susi Fiedler
Chief Commercial
Officer



Sandy Milligan
Head of Research &
Development



Joe Morrissey
Head of Manufacturing
& Supply



Vic Nisita
Head of Global
Business Services



Geralyn Ritter
Head of External Affairs
& ESG



Rachel Stahler¹
Chief Information Officer



Deb Telman¹
General Counsel



Matt Walsh¹
Chief Financial
Officer

1. External hire

Powerful organizational formation



~80% employees from **Merck**
~20% new **external hires**



Flat organization
Empowerment close to customer
Centralized services
Streamlined governance



Strong **investment from Merck** to standup independent company



Alignment around clear **values**,
single enterprise strategy

Susanne Fiedler, Chief Commercial Officer

Commercial Strategy



We have a roadmap for sustainable growth

Diverse portfolio & footprint

64

products

>140

markets supplied

Focus & investment will deliver growth



Women's Health



Biosimilars



Established Brands

Executing on Women's Health leader vision

Alydia
HEALTH

Jada

Our business is diversified

Revenue by portfolio¹

Established Brands



Women's Health

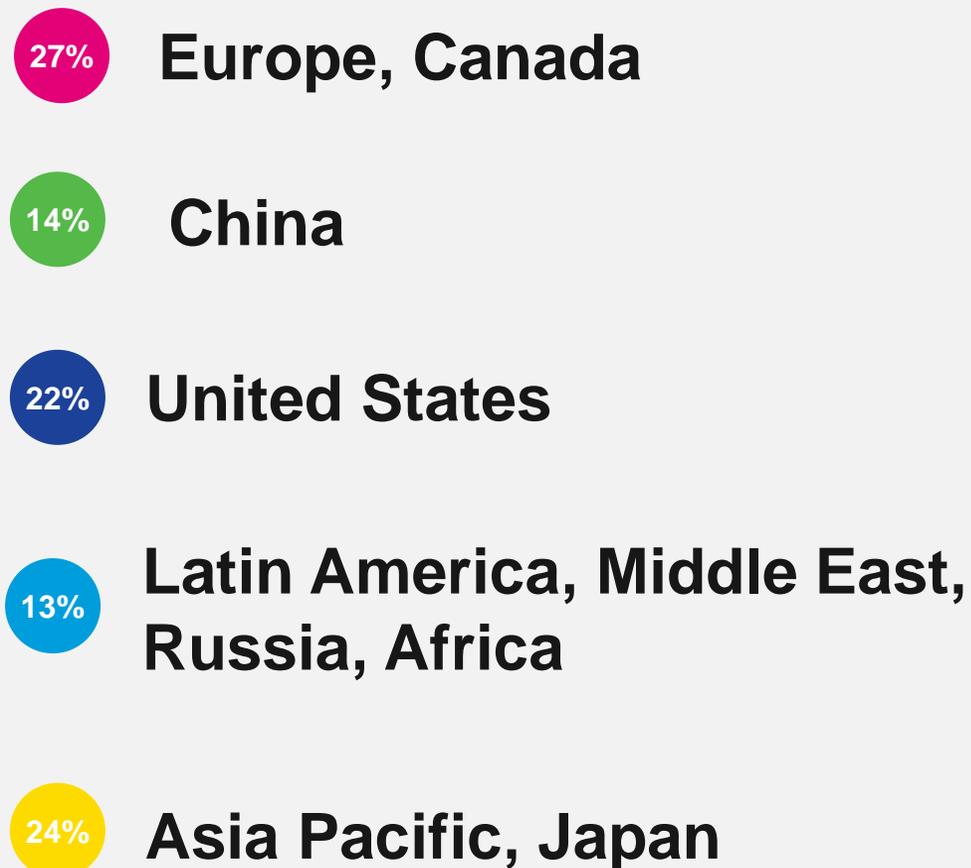


Biosimilars/Other

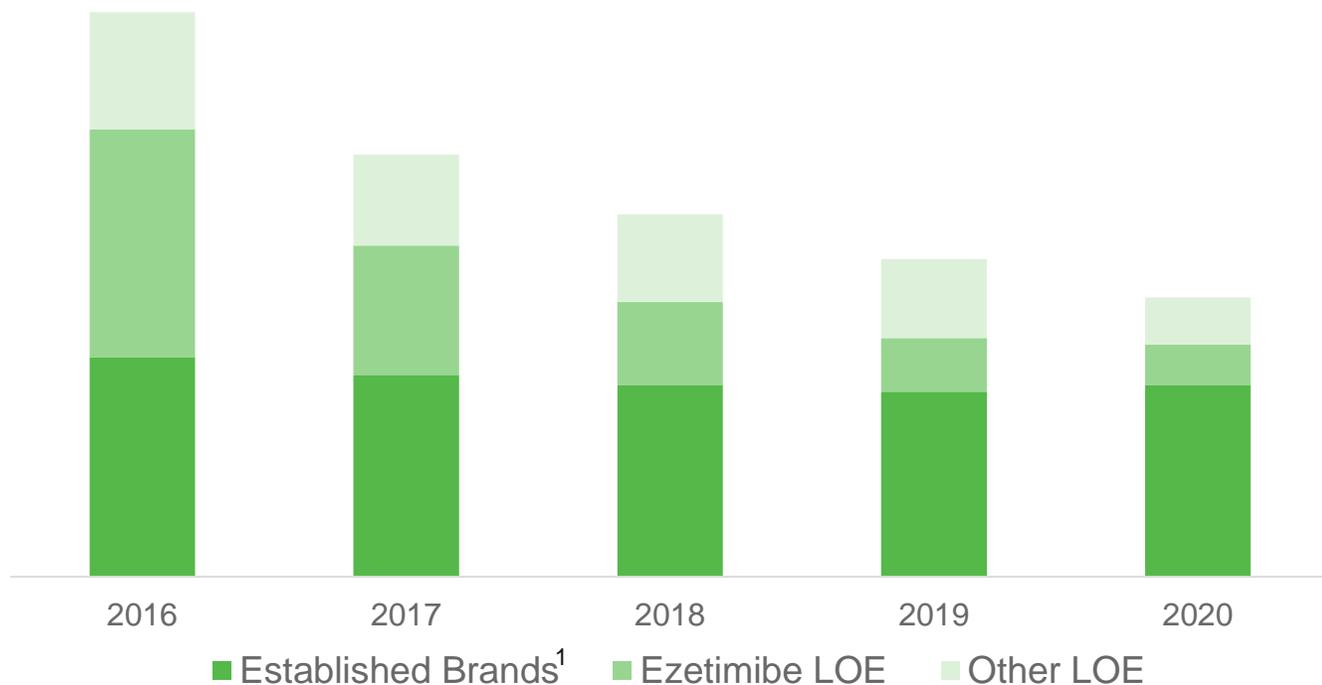


1. Reflects full-year 2020 pro forma revenue; includes other revenues, mainly manufacturing supply sales; 2. Based on total 2020 Organon product segment sales

Revenue by geography²



Established Brands revenue re-baselines in 2021, then consistent future performance



- **49** well-known brands
- No one product **>11% of sales**
- **Predictable** cash flow post LOE impacts
- Ezetimibe **LOE impact of ~\$8.7B** over past 5 years
- **90%** of revenue outside the U.S.

1. Revenues exclude decline in revenue driven by LOEs in products shown above; calculated by substituting 2020 revenues for revenue in all prior years; COVID-19 impacts added back in 2020

Growth driven by Women's Health and Biosimilars

NEXPLANON



Fertility



Biosimilars



Drivers

- NEXPLANON, a leading LARC¹, **targeting >\$1B of sales potential**, U.S. market exclusivity through 2027²
- Expand **patient access and reimbursement**
- Expand revenue in the **U.S. and internationally, China**
- Currently **~20% market share** of fertility market
- Market still in its **infancy**
- Potential to **double revenue** by 2025
- Opportunity to be a **leader and partner of choice**

1. LARC represents long-acting reversible contraceptive; 2. LOE in EU expected to occur in 2025

U.S. market key growth driver

>50%

Of estimated **growth delivered by the U.S.**, led by NEXPLANON

2.8M

Unintended pregnancies each year¹

\$100B

Estimated **savings through biosimilars use** over the next 5 years

2023

Anticipated HADLIMA launch in U.S. (HUMIRA biosimilar)



1. New England Journal of Medicine

Well positioned in China to reduce VBP impact

<20%

Revenue from any **single product**

~40%

Revenue in **retail channel**, growing double digit

~60%

Portfolio **already exposed** to Volume Based Procurement (VBP)

~20%

Additional portfolio **expected to be exposed to VBP** by late 2021

2025

Potential for **doubling Fertility** franchise

Our roadmap to expand commercial leadership and revenue growth

Focus on the needs of women

Focus on our people



Simon Holland, Commercial Lead

Women's Health



Opportunity to drive sustained growth in reproductive health

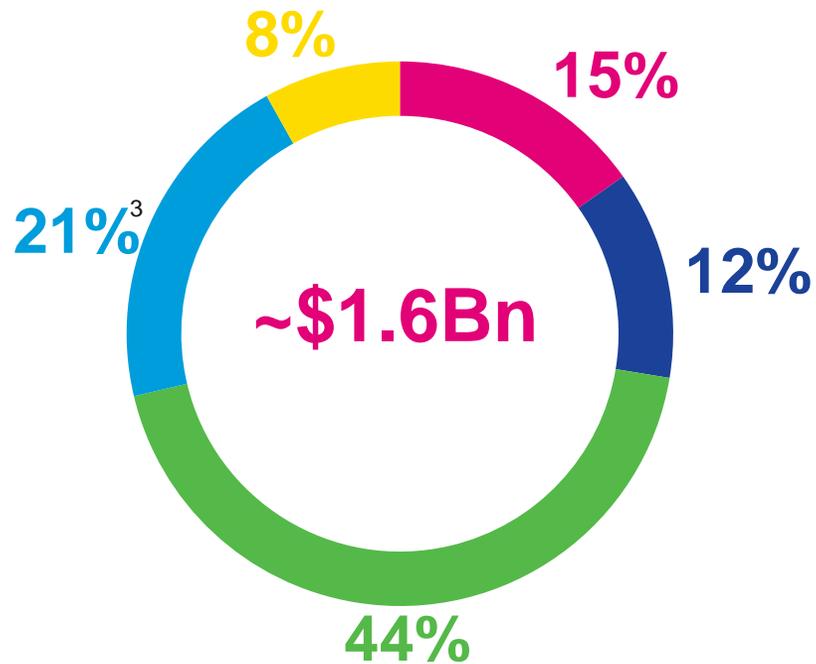
**Unleash our
blockbuster
opportunity
with
NEXPLANON**

**Reinvigorate
our fertility
portfolio**

**Expand our
portfolio,
starting with
proposed
acquisition of
Alydia Health**

Scaled portfolio of contraception and fertility brands

Scaled business with ~\$1.6B of 2020 revenues



Portfolio of leading Women's Health products

| Product | Key commentary |
|-----------------------|--|
| <p>\$0.7Bn</p> | <ul style="list-style-type: none"> #2 hormonal contraceptive¹ +9% CAGR (2019 / 2014; pre COVID-19) Targeting >\$1B in revenue Market exclusivity until late 2027² |
| <p>\$0.2Bn</p> | <ul style="list-style-type: none"> 2018 LOE Most generic erosion complete by 2021 Sustained long-term sales opportunity |
| <p>\$0.2Bn</p> | <ul style="list-style-type: none"> #3 fertility product Positive demographic trends in key markets expected to drive steady growth |
| <p>\$0.3Bn</p> | <ul style="list-style-type: none"> Long past LOE with demonstrated long-term sustained value |
| <p>\$0.1Bn</p> | <ul style="list-style-type: none"> Opportunity for significant revenue growth through expanding the ELONVA global footprint |

1. Based on 2020 IQVIA data; 2. US LOE is September 2027

Favorable market trends; opportunity for NEXPLANON expected to drive return to growth

Global contraception market trends

- Sustained **shift from daily oral** to longer acting products – interrupted by COVID-19
- **Guideline, society and advocacy support** LARC as 1st line contraceptive option
- **Payors are increasingly covering**, removing a key access barrier
- **Highly fragmented market**, with only 2 large contraception manufacturers

Global Health Organizations see LARCs as most effective contraceptive and recommend universal access be made a priority

NEXPLANON has global market share of ~5%¹, with significant opportunity to grow

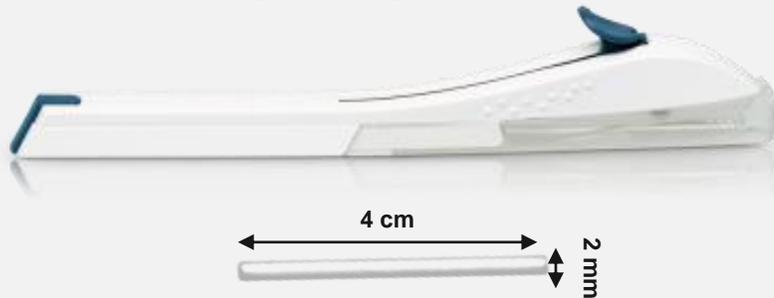
Organon has an estimated global market share of ~20% in hormonal contraception and ~30% of the LARC segment¹

1. Based on 2020 IQVIA data. Dollar share

Highly effective, leading LARC with patent protection

Differentiating attributes for women

 **Nexplanon**[®]
68 mg etonogestrel



INSERTION TIME

1 min

REMOVAL TIME

2 min

- The **only single sub-dermal** implantable, long acting, reversible contraceptive
- **3-year efficacy** (currently)
- Average insertion time of **1 minute**
- **One of the most effective** forms of contraception
- **#2 LARC**¹
- **2027 market exclusivity**²

1. Based on 2020 IQVIA data. Dollar share 2. Late 2027 In the US (2025-26 ROW) .

Expanding global access a high priority

Objectives for NEXPLANON



- Potential for **sales of >\$1B**
- Invest in **expanding payor access** globally
- Invest in expanding the **number of trained prescribers**
- Invest in **consumer awareness & education**
- Evaluating potential for **5-year duration**, clinical trial ongoing

96%

Global sales are from **reimbursed markets**¹

+25%

Women open to **'Birth Control in Arm'**²

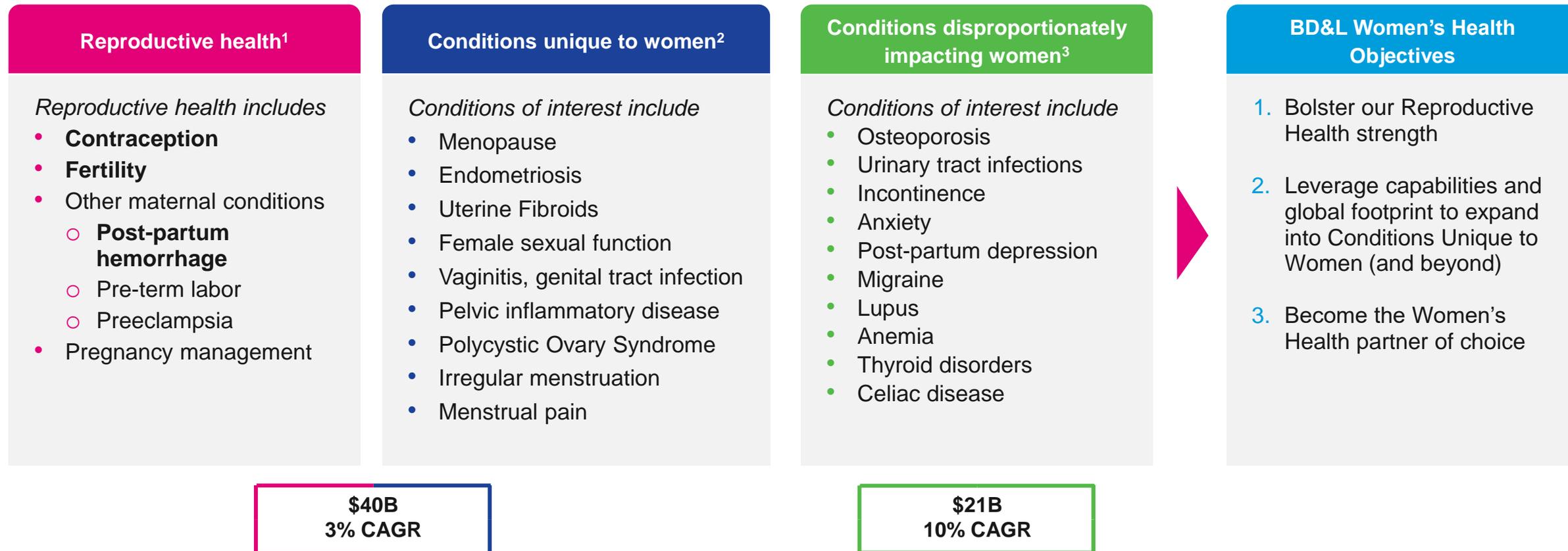
+3yr

Potential for **3-year market exclusivity for 5-year duration** claim

1. 2019 net sales revenue; 2. 2013 market research. Data on file.

Expanding our Women's Health leadership begins with strong position as reproductive health leader

Core Women's Health Market



Source: IQVIA; Evaluate Pharma; Morgan Stanley; Cowen; Frost & Sullivan

1. Including Contraception, Infertility, Pregnancy Management, Other Maternal Disorders, Perinatal Disease, Pregnancy Abortive Outcome, Complications Labor Delivery, Hypertensive Childbirth Disorder, Perinatal Period Infections

2. Including Menopause, Abnormal Menstruation, Endometriosis, Uterine Fibroids, Female Pelvic Inflammatory Disease, Genital Tract Noninfectious Disorders, Acute Vaginitis, Abnormal Bleeding, Conditions Menstrual Cycle, Polycystic Ovarian Syndrome (PCOS), Ovarian Dysfunction, Postpartum Depression, Female Sexual function

3. Including Osteoporosis, Lupus, UTI, Migraine, Anxiety, Celiac; market size excludes portion attributable to men

Agreement to acquire Alydia Health addresses growing unmet need in the U.S. and beyond

Introducing JADA System

- **Post Partum Hemorrhage** is a **common complication** of birth (10% of mothers worldwide)
- **Jada System intended to treat** abnormal postpartum uterine bleeding or hemorrhage by inducing normal postpartum physiologic response of uterine contraction to control bleeding
- In the PEARLE study of 106 participants: **94%** of participants met the primary endpoint - **bleeding was controlled successfully with Jada**, and no further intervention required
 - 3 minutes median time to control bleeding, and
 - 3.2 hours median treatment time

JADA Objectives

- Significantly **accelerate the U.S. launch** with our existing large ObGyn field force
- Leverage our broad global regulatory and commercial footprint to seek **registration in largest global markets**
- **Advance access** in least developed markets

Elisabeth Weis, Commercial Lead

Fertility



Global fertility market is large with untapped potential

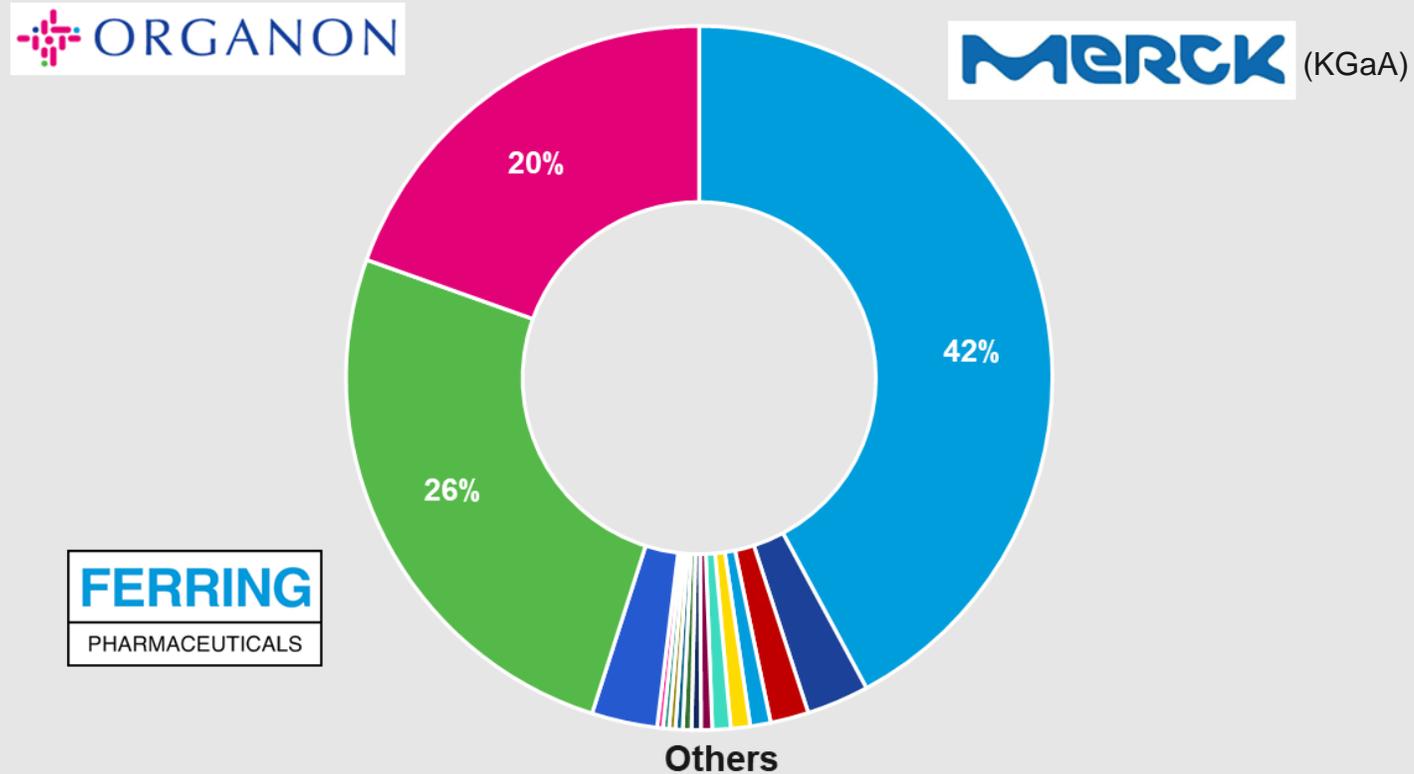


- **Social demographics** are changing
Women have children later in life (from 21 to 29¹)
- The number of **children per family is declining**
(now below 2)
Governments starting to support IVF
- **Minority of patients** seek treatment
Financial constraints a key barrier
- Many do not **bring a baby home**
Fertility treatment can be emotionally challenging

1. National Vital Statistics Report, Center for Disease Control

Fertility market dominated by small number of key players

Estimated 2020 Market Share¹



¹ IQVIA data

Our heritage combined with innovative collaborations will establish Organon as the new premiere global fertility company

Business Aspiration

An expanding portfolio, from conception to birth, with new value-adding devices and services poised to drive sales growth over the next 5 years from 3 pillars



Expand Organon's
**global fertility
footprint**



Facilitate **access to
treatment &
patient support**



Establish strong
**relationships with
clinics & HCPs**

Expand Organon's global fertility footprint



Prioritize **China**

- **15-20% infertility rate** ~ 40-50M women¹
- Estimated **500K IVF** cycles in 2021

Regain **PUREGON** market share

- **Expand footprint** (Japan & deprioritized markets)
- **Invest** in sales & marketing
- **Reinvigorate** brand

Grow **ELONVA**

- **Relaunch** ELONVA in existing markets with strengthened value-proposition
- **Pursue development** and launch in U.S. and China

Further **expand**

- Strengthen portfolio with **innovative products**, diagnostics and devices through **Business Development**

1. Asia Pacific Journal of Reproduction August 2019

Facilitate access to treatment and patient support



- Leverage global WH footprint & digital channels **to encourage early consultation & raise awareness** about treatment options
- Support patient access to **financial coverage** of IVF treatment
- Use **innovative digital solutions** to educate and support families along the fertility journey

Establish strong relationships with clinics



Champion new **go-to-market models** addressing the needs of today's business-oriented clinics



Collaborate with HCPs on initiatives to benefit patients

Joe Azzinaro, Commercial Lead

Biosimilars



Biosimilar strategic overview

- Key **growth pillar** for Organon based on current product portfolio and potential longer-term portfolio expansion
- Well positioned to realize near-term growth with demonstrated **ability to execute** around the world
- Improving **policy environment** and increasing pressure on healthcare systems to manage budgets
- Poised to become a large segment of the pharmaceutical market driven by **large molecule patent expirations** over next few years



Biosimilars growth strategy

Maximize **growth within portfolio** with increased focus and resources

- Continue **growth momentum for currently marketed assets** (RENFLEXIS U.S. and ONTRUZANT)
- **Launches of AYBINTIO** in EU and **HADLIMA** in Canada and Australia
- Prepare for anticipated U.S. **launch of HADLIMA** in 2023

Become world class, global commercial partner of choice to Biosimilar manufacturers and expand portfolio over time

- **New launches** every 1-2 years
- Invest in **relationship with Samsung Bioepis**, be go-to commercial partner for next wave of assets
- Identify opportunities in parallel for **new partnership structures** with other biosimilar players

Long-standing relationship with Samsung Bioepis since 2013

**SAMSUNG
BIOEPIS**

- Product development
- Clinical Studies
- Manufacturing
- Marketing Authorization Holder

**Joint
Steering
Committee**

 **ORGANON**

- Commercialization
- Market Strategy
- Access
- Pricing

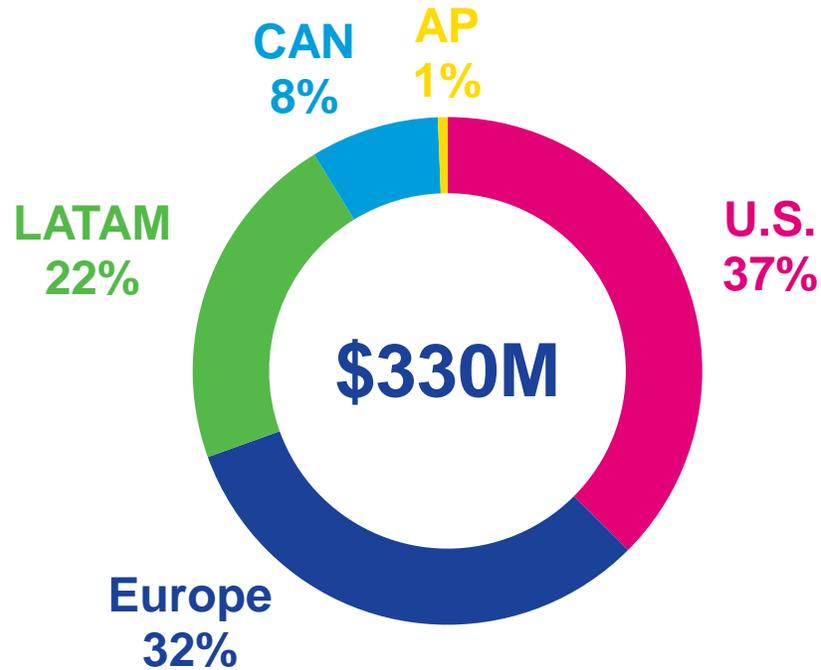
Demonstrated execution success and favorable launch positioning drives confidence in portfolio growth

| Product | Reference Product | Territories | Initial Launch Year ¹ | Key Commentary |
|---|----------------------------|--|----------------------------------|---|
|  BRENZYS™ etanercept | Enbrel (etanercept) | WW rights outside of U.S., EU, Korea, China and Japan | 2016 | Market share leader in Canada for etanercept biosimilars several years after launch Favorable policy mandating Biosimilars use will drive increasing utilization |
|  RENFLEXIS® (infliximab-abda) <small>for injection, for intravenous use 100 mg</small> | Remicade (infliximab) | WW rights outside of EU, Korea, China, Turkey and Russia | 2017 | Significant demand growth continues for U.S. Renflexis while overall infliximab volumes remain stable |
|  Ontruzant® trastuzumab-dttb <small>for injection, for intravenous use 21 mg/mL</small> | Herceptin (trastuzumab) | WW rights outside of Korea and China | 2018 | Unit market share leader among biosimilars in EU markets where launched Incremental opportunity in U.S. |
|  Aybintio® bevacizumab | Avastin (bevacizumab) | U.S., Canada, Germany, Italy, France, UK and Spain | 2020 | Launching in EU5 markets leveraging success of Ontruzant |
|  HADLIMA™ adalimumab | Humira (adalimumab) | WW rights outside of EU, Korea, China, Turkey and Russia | 2021 ² | Largest opportunity in the portfolio Favorable order of entry launch positions In U.S., expected to see more efficient/rapid conversion than prior biosimilar launches with PBMs Synergies with current portfolio with Renflexis |

1. Refers to year of initial market launch unless otherwise noted; 2. Expected year of initial market launch

Balanced portfolio enables sustained growth

2020 sales contribution by region



Biosimilars Lifecycle Mix



Improving global environment supporting Biosimilar adoption

Mature

Europe

- Well established pathways for biosimilar approvals
- Country-specific commercial expertise increasingly important for commercial launches
- “Stickiness” in some markets, such as UK & Germany

Canada & Australia

- Sharp increase in biosimilar adoption due to major pro-biosimilar policies that have recently been enacted

U.S.

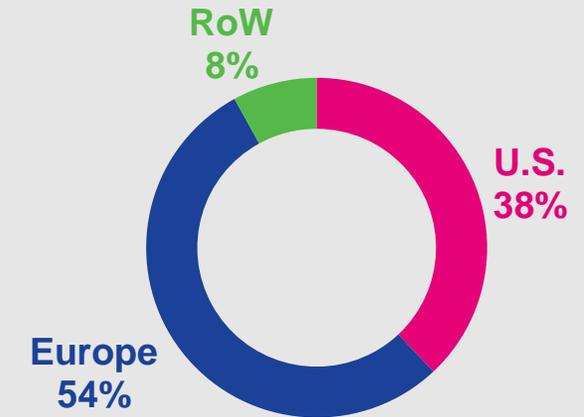
- Adoption has accelerated, but there has not yet been an acceleration on a similar scale to Europe
- Depth of adoption dependent on several factors

Supportive policy emerges globally

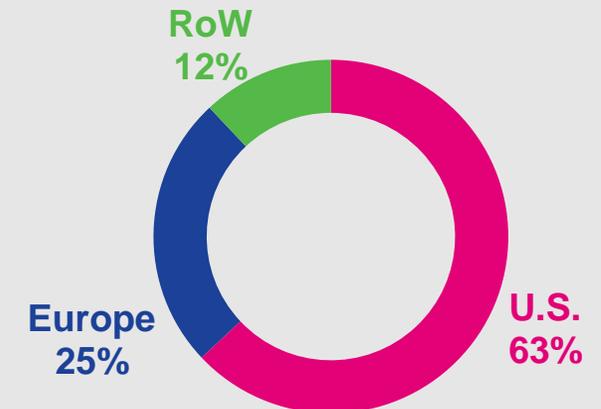
Infancy

1. Based on 2020 IQVIA data. Dollar share

Biosimilar sales (2020)¹



Biologic sales (2020)¹



Biosimilars could contribute to the economic recovery of healthcare systems

Less resources are available for chronic disease due to COVID 19 related re-allocation. Saving through biosimilars could be a potential solution to reduce healthcare spending.²

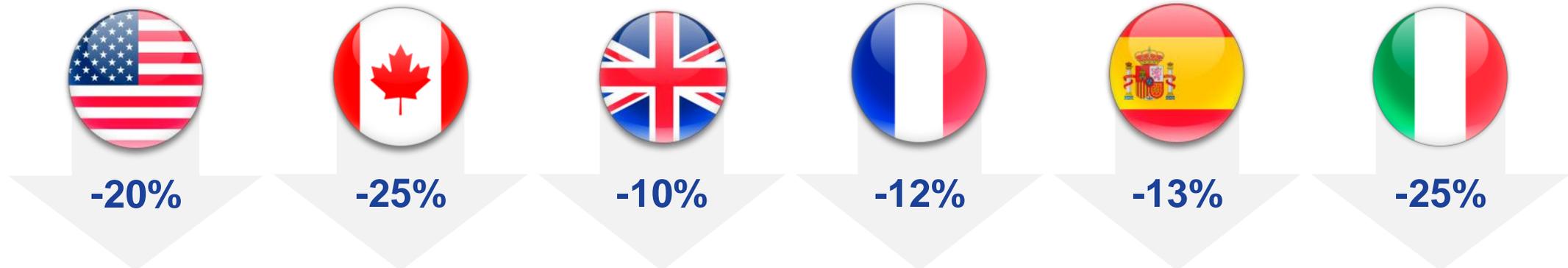
Budget cuts due to significant increased healthcare spending on COVID-19 management

- Lower cost chronic disease treatments are required to reduce overall spending with limited healthcare budgets¹

Payers and policy makers play critical role to incentivise HCPs to prescribe biosimilars to lower drug prices³

- Physicians require a great understanding of the advantages of biosimilars to ensure they are prescribed to patients.^{3,4}

Expected loss of budget from March to July 2020 due to COVID-19 related re-allocations²



1. Dutta B et al. *BioDrugs*. 2019;34:159-170. 2. Data on file, MSD. 3. Aitken M. 2016. <https://www.medicinesforeurope.com/wp-content/uploads/2016/03/IMS-Institute-Biosimilar-Report-March-2016-FINAL.pdf>. Accessed August 07, 2020. 4. Sarnola K et al. Published online April 03, 2020. *BMJ Open*. 2020;10:e034183. doi:10.1136/bmjopen-2019-034183.

Significant Biosimilar growth over the next decade

Biosimilar market represents a \$30-60B U.S. opportunity

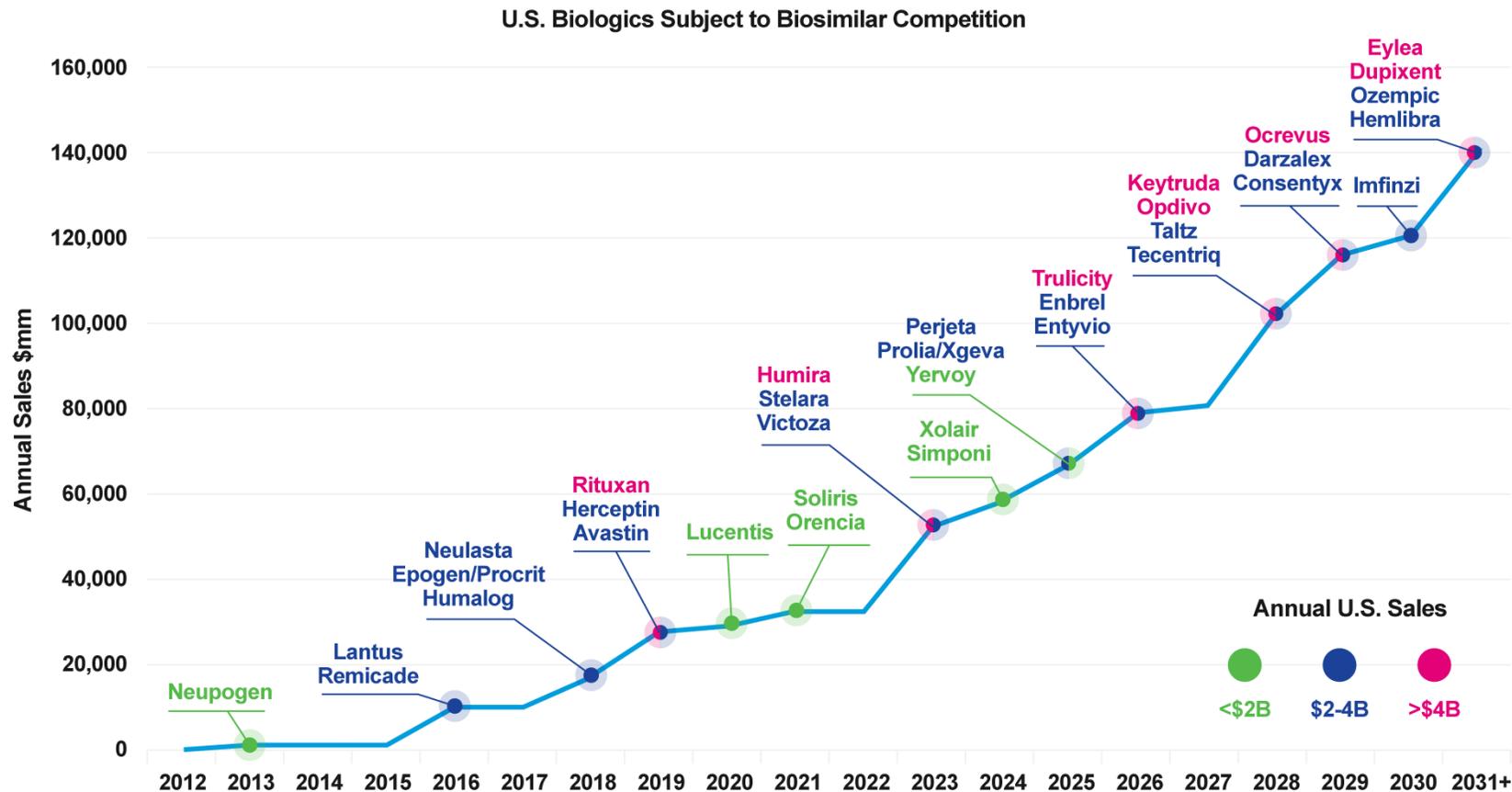
Key near-term drivers

- Rituxan, Herceptin and Avastin biosimilar launches worldwide
- Immunology launches including Humira biosimilar launch in Europe

Key mid-term drivers

- Expansion of overall biosimilar adoption in the U.S.
- Humira biosimilar launch in the U.S.
- Ophthalmology launches

Several blockbuster biologics will go off patent in the next decade



Sources: EvaluatePharma September 2019; Leerink Biosimilar Report June 2019; MorganStanley Biosimilar Report June 2019
All trademarks, tradenames and service marks are the property of their respective owners.

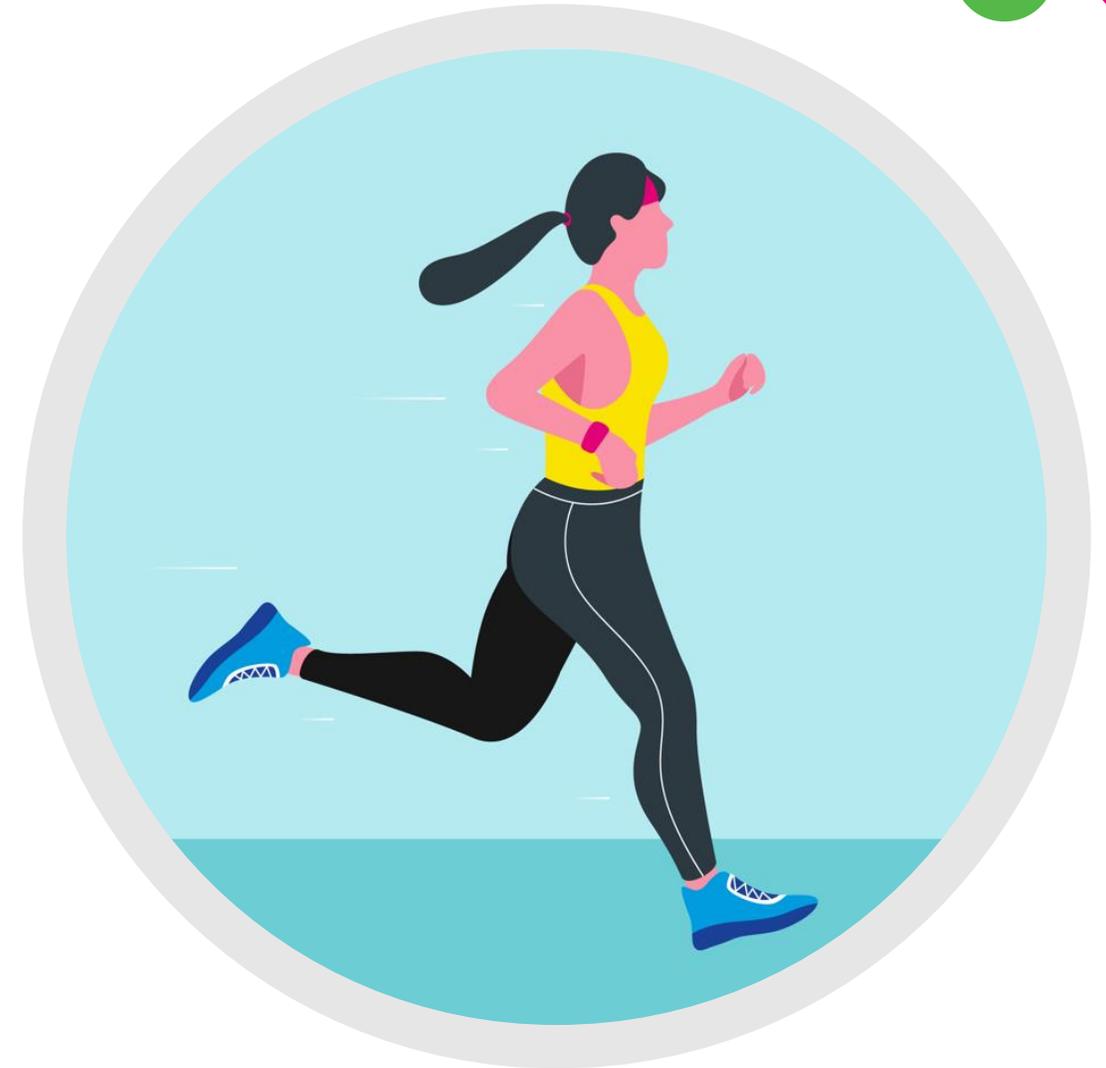
Portfolio expansion considerations

Seek **broader partnership** with Samsung as well as other firms

Order of entry major driver of value

Prefer **global rights** to leverage Organon scale

Focus on Immunology and Oncology given our deep experience but will **consider other therapy areas** opportunistically



Ger Brennan, Commercial Lead

Established Brands



Portfolio of almost 50 brands, together delivering strong cash flow



| | Cardiovascular | Respiratory | Pain, Bone & Dermatology | All Other Established Brands |
|--------------------|----------------|-------------|--------------------------|------------------------------|
| Number of products | 14 | 7 | 13 | 15 |
| 2020 Revenue | \$1.87B | \$1.15B | \$0.83B | \$0.68B |

Levers for renewed focus and reinvigoration of the portfolio

**Harness
market-
specific
opportunities**

**Invest in
life cycle
management**

**Leverage
digital
go-to-market
capabilities**

Trusted brands with geographic and product diversity

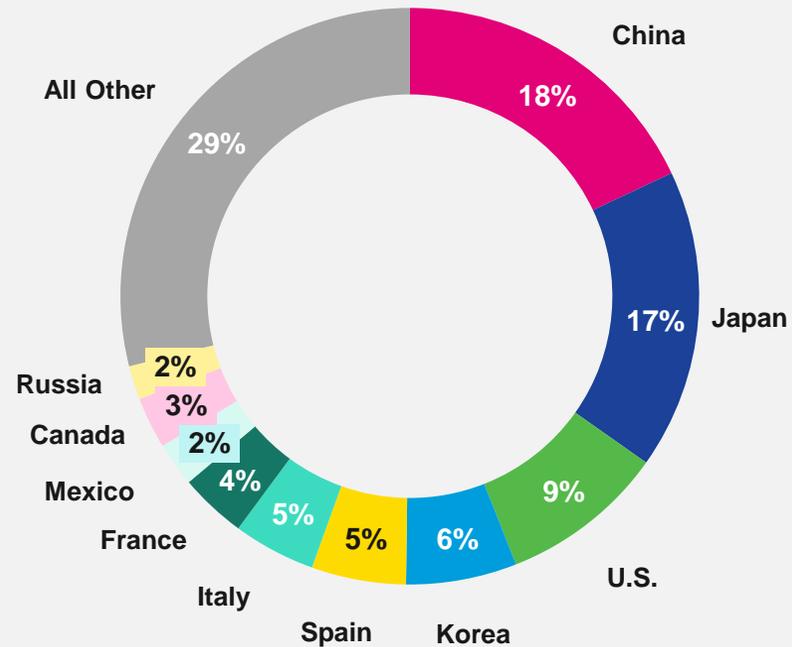
#1 **SINGULAIR**
(MONTELUKAST SODIUM)
antileukotrienes
asthma medication

#2 **NASONEX**
(mometasone furoate monohydrate)
Nasal Spray, 50mcg*
intranasal corticosteroid

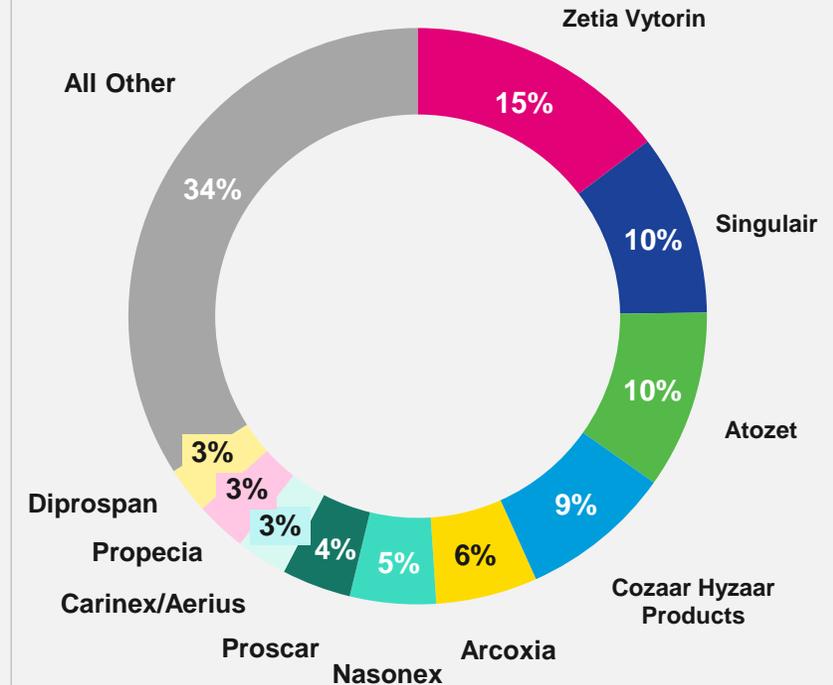
#5 **Zetia**
(ezetimibe) 10 mg Tablets
cholesterol
lowering agent

1. Based on 2020 product sales, includes supply sales

Top 10 revenue by geography¹



Top 10 revenue by portfolio¹



Bring renewed focus and reinvigorate portfolio

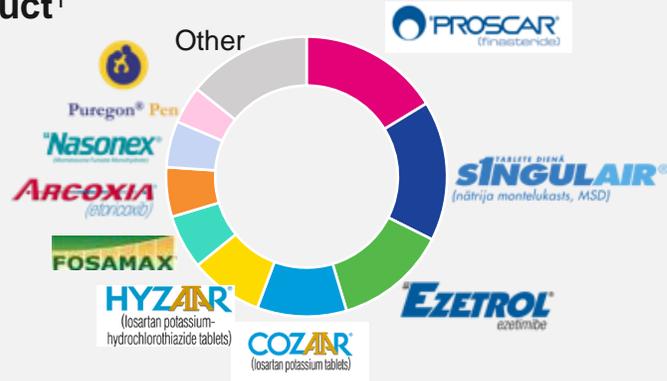
**Harness
market-
specific
opportunities**

- Selectively **increase commercial spend** in international markets
- Explore new **business development** opportunities regionally and locally
- Assess **existing partnerships** to enhance value
- Seek **manufacturing localization** to drive favorable positioning

China remains a key market with new strategies to maximize value

China market facts

Revenue by product¹



Established Brands revenue by channel²



China market characteristics

- **Portfolio breadth** – no single product representing >20% of sales
- **Established position in retail** helps to mitigate Volume Based Procurement (VBP) exposure in hospital channel
- **Lower competitive intensity with generics** in retail de-risks price erosion potential

1. Based on 2020 Organon Product segment sales; 2. Based on internal China sales data; hospital channel also includes Diprosan and Remeron

Bring renewed focus and reinvigorate portfolio



Invest in
life cycle
management



New **market launches**



New **indications**



Prescription to **over the counter (OTC) switches**

Bring renewed focus and reinvigorate portfolio

Leverage
digital
go-to-market
capabilities

Expand **existing capabilities** and increase effectiveness

Partner with **third parties** to deepen engagement and consumer convenience

Dr. Sandy Milligan, Head of Research & Development

R&D Strategy & Vision



**A unique
vision**



A disciplined approach to “her health”

Business development will be...

- Grounded in science and unmet need
- Informed by its business strategy, capabilities, risk tolerance, capital allocation decisions
- Modality agnostic



>140

Phase 1 to 3 assets identified in fragmented market

Our R&D strength will support our success

+700 person organization – strong development, scientific and medical capabilities

>20% of current team MD and/or PhDs

Clinical development and regulatory affairs built for innovative therapeutic development, fast global registration and access

Regional and local regulatory and pharmacovigilance capability and reach in **~140 markets**

Diverse global medical affairs expertise partnered with strong **health economic and outcomes** research

**Focus on
everyday needs**



Matt Walsh, Chief Financial Officer

Financial Outlook



Financially independent day one



Organon financial outlook

2021 Guidance

2021 **re-baselining year**,
LOEs minimal on go-
forward basis

Long- Term Algorithm

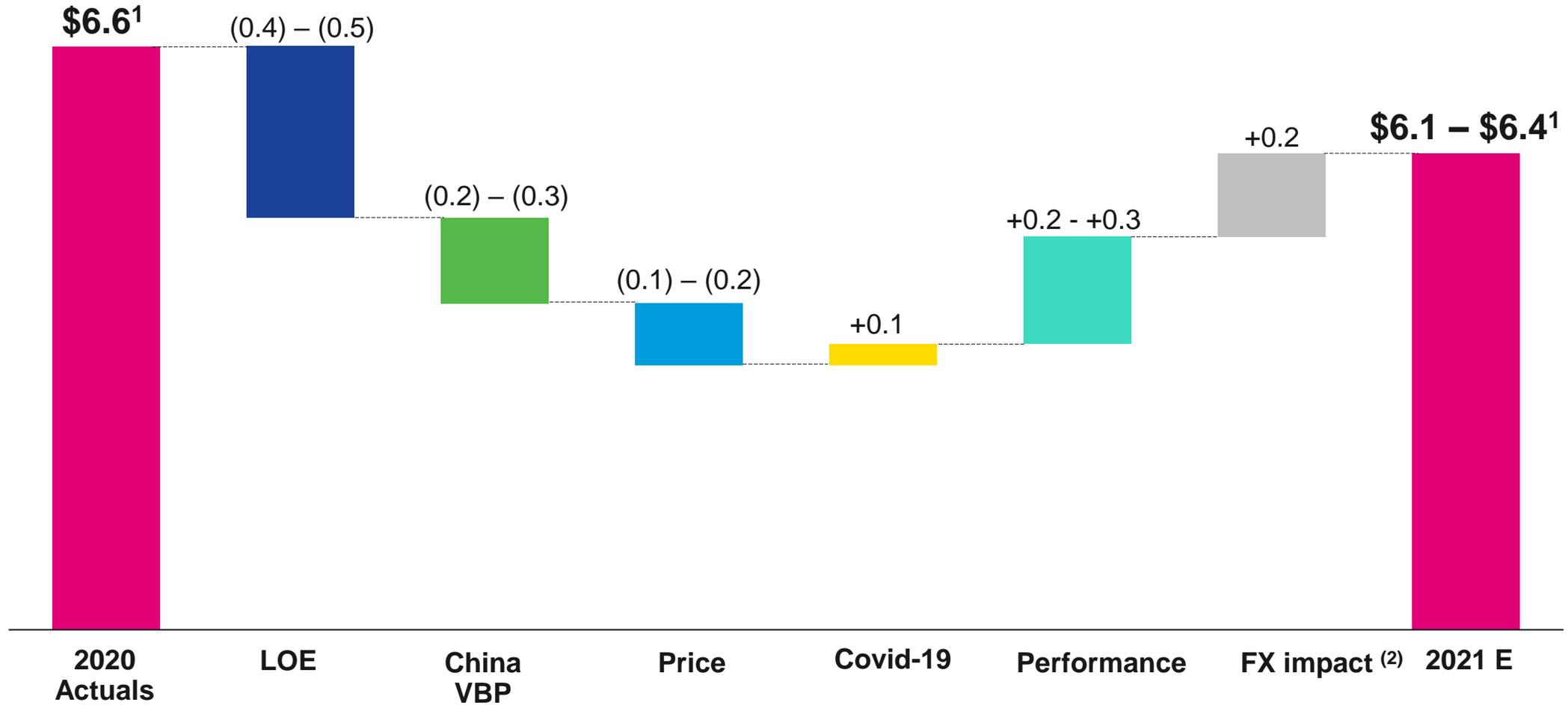
Established Brands
portfolio provides **cash
flow to invest** in
Women's Health and
Biosimilars

Financial Policy

Strong cash flow profile
provides Organon with
**ample financial
flexibility** to execute its
strategy

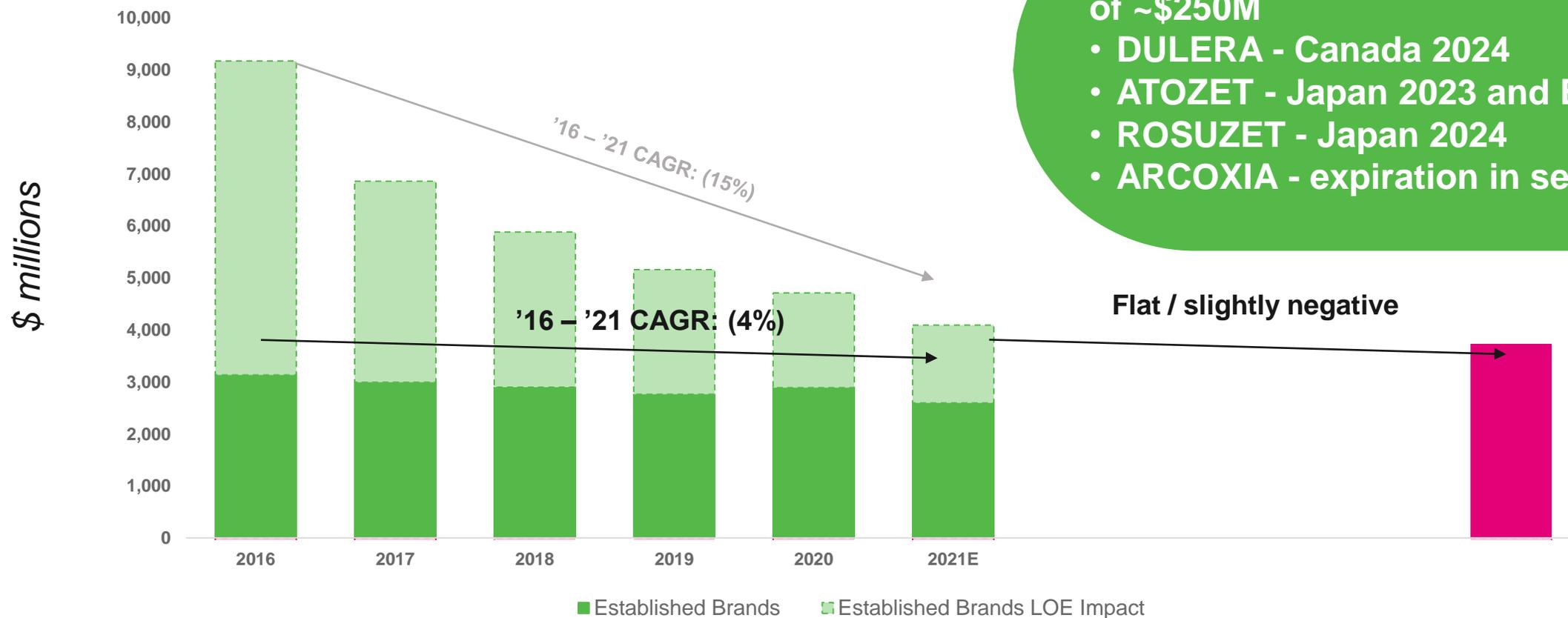
Revenue bridge

in \$B



1. Reflects full-year pro forma revenue for both 2020 & 2021 including other revenues, mainly manufacturing supply sales; 2. Based on April 2021 FX rates

Established brands revenue has been relatively stable; future LOE risk modest



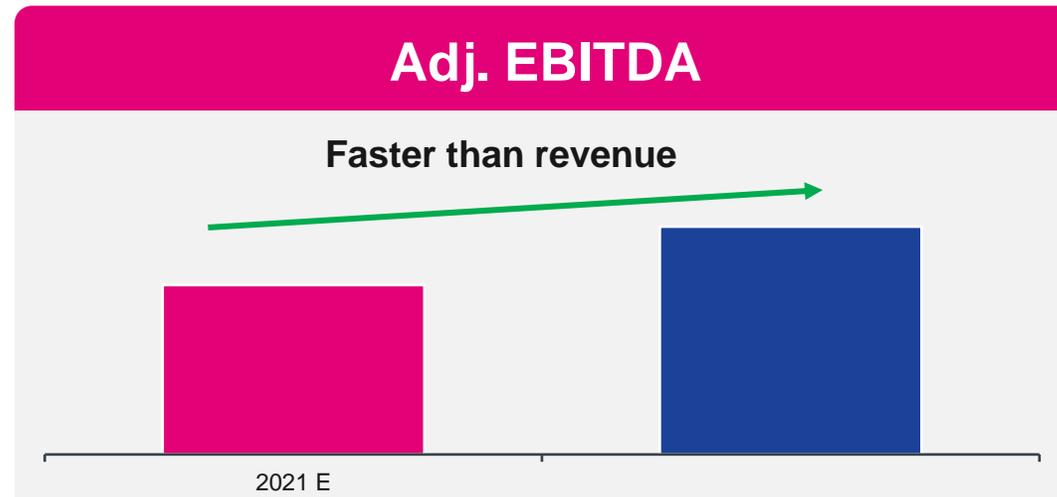
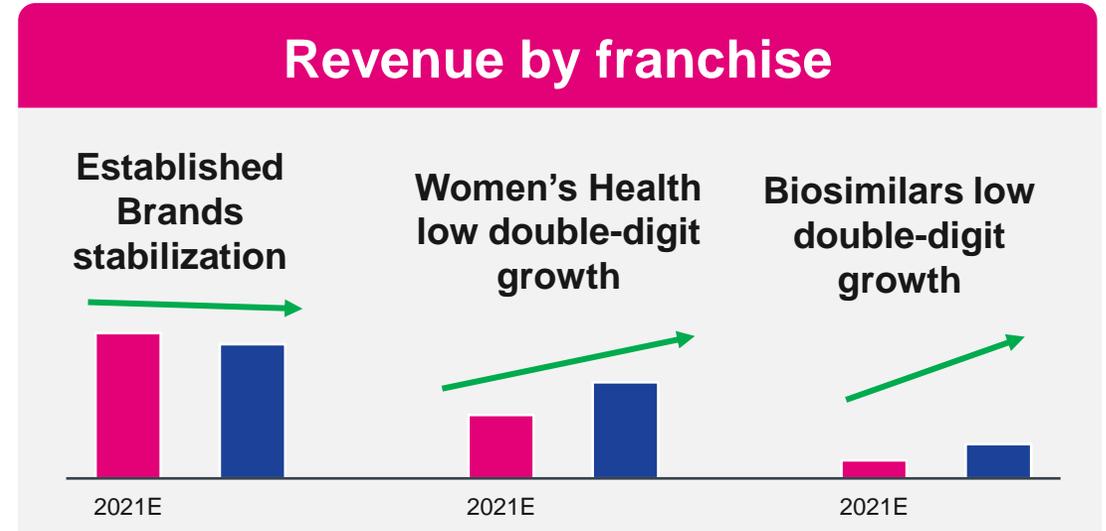
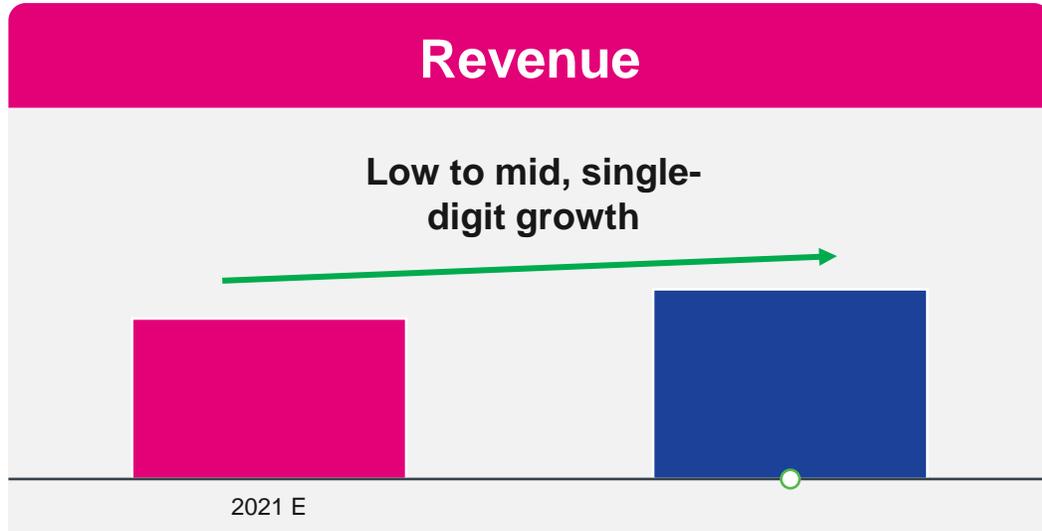
1. Revenues exclude 2016-2021 global revenue for products with a significant LOE event during the period shown above; COVID-19 impacts added back in 2020 and 2021

2021 proforma full-year guidance

| Non GAAP | Normal course guidance | Enhanced guidance |
|--|---|----------------------|
| Revenue | \$6.1B - \$6.4B | |
| Gross Margin | | Low to mid-60% range |
| R&D as % of revenue | | Mid-single digit |
| SG&A as % of revenue | | Mid-20% range |
| Adjusted EBITDA margin | 36.0% - 38.0% | |
| Interest expense | ~\$400M | |
| D&A | | \$100 - \$115M |
| Effective non-GAAP tax rate | 17.5% -19.5% | |
| Shares outstanding* | ~250M | |
| Cash flow items: | | |
| Dividend | Long-term payout of low 20% of free cash flow | |
| Cap ex as % of revenue, excl. one-time costs | 3% - 4% | |

* Not fully diluted for 2021

Long-term growth algorithm



Financial policy and capital allocation

Capital Allocation

- Targeted dividend payout ratio in the low twenties (as a percentage of free cash flow); comfortably supported by strong internal cash flow generation
- Share repurchases expected just to offset dilution
- Level of business development dependent on financial performance
- Commitment to BB/Ba2 rating

Leverage

- Focus on de-leveraging for the first 12-24 months post-transaction close
- Targeted long-term, sustained leverage below 3.5x

Positioned to drive shareholder value

Product and geographic diversity is an asset

Strong footholds in Women's Health and Biosimilars;
large and growing market opportunities

Dissipating LOE exposure de-risks the business

Strong cash flow profile gives ample financial flexibility
to execute our strategy

Integration of **ESG principles**

Q&A



Thank you

