

FORM 4

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**UNITED STATES SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

**STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF
SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or
Section 30(h) of the Investment Company Act of 1940

1. Name and Address of Reporting Person * Drinane Juliana Papa <small>(Last) (First) (Middle)</small> C/O ORGANON & CO. 30 HUDSON STREET, FLOOR 33 <small>(Street)</small> JERSEY CITY NEW JERSEY 07302 <small>(City) (State) (Zip/Postal Code)</small> UNITED STATES <small>(Country)</small>	2. Issuer Name and Ticker or Trading Symbol Organon & Co. [OGN]	5. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Interim Head of Mfg & Supply
3. Date of Earliest Transaction (MM/DD/YYYY) <p align="center">3/31/2026</p>		6. Individual or Joint/Group Filing (Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person
4. If Amendment, Date Original Filed (MM/DD/YYYY)		

Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Trans. Date	2A. Deemed Execution Date, if any	3. Trans. Code (Instr. 8)		4. Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock	3/31/2026		M		6,378	A	\$0	28,798.703	D	
Common Stock	3/31/2026		F		2,185	D	\$5.7 ⁽¹⁾	26,613.703	D	
Common Stock	3/31/2026		M		10,073	A	\$0	36,686.703	D	
Common Stock	3/31/2026		F		3,451	D	\$5.7 ⁽¹⁾	33,235.703	D	

Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivate Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Trans. Date	3A. Deemed Execution Date, if any	4. Trans. Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Units	⁽²⁾	3/31/2026		A		125,208		⁽²⁾	⁽²⁾	Common Stock	125,208	\$0	125,208	D	
Restricted Stock Units	⁽³⁾	3/31/2026		M			6,378	⁽⁴⁾	⁽⁴⁾	Common Stock	6,378	\$0	0	D	
Restricted Stock Units	⁽³⁾	3/31/2026		M			10,073	⁽⁵⁾	⁽⁵⁾	Common Stock	10,073	\$0	20,148	D	

Explanation of Responses:

- (1) This price is the closing market price of Organon & Co. ("Organon") common stock on Monday, March 30, 2026, as required by the plan under which the Restricted Stock Units ("RSU") were awarded.
- (2) On March 31, 2026, the Reporting Person was granted 125,208 RSUs, with each RSU representing a contingent right to receive one share of Organon common stock. These RSUs will vest and become exercisable in three equal installments on March 31, 2027, March 31, 2028, and March 31, 2029.
- (3) Each RSU represents a contingent right to receive one share of Organon common stock.
- (4) On March 31, 2023, the Reporting Person was granted 19,132 RSUs. Two-thirds of such RSUs previously vested, and the remaining one-third vested on March 31, 2026.
- (5) On March 31, 2025, the Reporting Person was granted 30,221 RSUs. One-third of such RSUs vested on March 31, 2026, with the remaining two-thirds to

vest on March 31, 2027 and March 31, 2028.

Reporting Owners

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Drinane Juliana Papa C/O ORGANON & CO. 30 HUDSON STREET, FLOOR 33 JERSEY CITY NEW JERSEY 07302 UNITED STATES			Interim Head of Mfg & Supply	

Signatures

/s/ Tarnetta V. Jones, as Attorney-in-Fact for Juliana Drinane

4/2/2026

**Signature of Reporting Person

Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, *see* Instruction 4(b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations. *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.

* Form 4: SEC 1474 (03-26).