

**144: Issuer Information**

Name of Issuer	Organon & Co.
SEC File Number	001-40235
Address of Issuer	30 Hudson St, Floor 33 JERSEY CITY NEW JERSEY 07302
Phone	551-430-6900
Name of Person for Whose Account the Securities are To Be Sold	Holzbaur Lynette

See the definition of "person" in paragraph (a) of Rule 144. Information is to be given not only as to the person for whose account the securities are to be sold but also as to all other persons included in that definition. In addition, information shall be given as to sales by all persons whose sales are required by paragraph (e) of Rule 144 to be aggregated with sales for the account of the person filing this notice.

Relationship to Issuer	1. Affiliate
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**144: Securities Information**

Record	Title of the Class of Securities To Be Sold	Name and Address of the Broker	Number of Shares or Other Units To Be Sold	Aggregate Market Value	Number of Shares or Other Units Outstanding	Approximate Date of Sale	Name the Securities Exchange
#1	Common Stock	Morgan Stanley Global Stock Plan Services P.O. Box 182616 Columbus OHIO 43218-2616	26,448	\$353,080.40	262,600,862	05/06/2026	NYSE

**144: Securities To Be Sold**

Furnish the following information with respect to the acquisition of the securities to be sold and with respect to the payment of all or any part of the purchase price or other consideration therefor:

Record	Title of the Class	Date you Acquired	Nature of Acquisition Transaction	Name of Person from Whom Acquired	Is this a Gift ?	Date Donor Acquired	Amount of Securities Acquired	Date of Payment	Nature of Payment *
#1	Common	06/14/2024	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	90	06/14/2024	N/A-See Remarks

#2	Common	09/13/2024	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	1	09/13/2024	N/A-See Remarks
#3	Common	11/07/2024	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	1,728	11/07/2024	N/A See Remarks
#4	Common	12/13/2024	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	34	12/13/2024	N/A See Remarks
#5	Common	03/14/2025	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	34	03/14/2025	N/A-See Remarks
#6	Common	03/29/2025	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	3,803	03/29/2025	N/A-See Remarks
#7	Common	03/31/2025	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	3,040	03/31/2025	N/A-See Remarks
#8	Common	03/31/2025	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	2,047	03/31/2025	N/A-See Remarks
#9	Common	06/13/2025	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	21	06/13/2025	N/A See Remarks
#10	Common	09/12/2025	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	20	09/12/2025	N/A-See Remarks
#11	Common	11/05/2025	Vested RSU- See Remarks	Issuer	<input type="checkbox"/>	—	2,171	11/05/2025	N/A-See Remarks
#12	Common	11/07/2025	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	1,728	11/07/2025	N/A-See Remarks
#13	Common	12/12/2025	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	40	12/12/2025	N/A-See Remarks
#14	Common	03/13/2026	Dividend equivalent shares from RSUs- See Remarks	Issuer	<input type="checkbox"/>	—	46	03/13/2026	N/A-See Remarks
#15	Common	03/29/2026	Vested RSU-See remarks	Issuer	<input type="checkbox"/>	—	3,803	03/29/2026	N/A-See Remarks
#16	Common	03/31/2026	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	4,801	03/31/2026	N/A-See Remarks
#17	Common	03/31/2026	Vested RSU-See Remarks	Issuer	<input type="checkbox"/>	—	3,040	03/31/2026	N/A-See Remarks

\* If the securities were purchased and full payment therefor was not made in cash at the time of purchase, explain in the table or in a note thereto the nature of the consideration given. If the consideration consisted of any note or other obligation, or if payment was made in installments describe the arrangement and state when the note or other obligation was discharged in full or the last installment paid.

## 144: Securities Sold During The Past 3 Months

Nothing to Report



## 144: Remarks and Signature

Remarks

The reporting person became a Rule 144 control person on May 15, 2025. All securities held by the reporting person (i) were acquired pursuant to the Issuer's equity compensation plan and registered on a Form S-8 and/or (ii) were acquired prior to May 15, 2025. At the time of sale, such securities were Rule 144 control securities but not Rule 144 restricted securities.

Date of Notice

05/08/2026

### ***ATTENTION:***

The person for whose account the securities to which this notice relates are to be sold hereby represents by signing this notice that he does not know any material adverse information in regard to the current and prospective operations of the Issuer of the securities to be sold which has not been publicly disclosed. If such person has adopted a written trading plan or given trading instructions to satisfy Rule 10b5-1 under the Exchange Act, by signing the form and indicating the date that the plan was adopted or the instruction given, that person makes such representation as of the plan adoption or instruction date.

Signature

/s/ Lynette Holzbaur

***ATTENTION: Intentional misstatements or omission of facts constitute Federal Criminal Violations (See 18 U.S.C. 1001)***