FORM 4

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. *See* Instruction 1(b).

☐ 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.

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

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 *	2. Issuer Name **and** Ticker or Trading Symbol	5. Relationship of Reporting Person(s) to Issuer (Check all applicable)
Holzbaur Lynette (Last) (First) (Middle) **C/O ORGANON & CO.** **30 HUDSON STREET, FLOOR 33** (Street) **JERSEY CITY NEW JERSEY 07302** (City) (State) (Zip/Postal Code) **UNITED STATES** (Country)	**Organon & Co. [OGN]** 3. Date of Earliest Transaction (MM/DD/YYYY) **11/5/2026** 4. If Amendment, Date Original Filed (MM/DD/YYYY)	____ Director ____ 10% Owner __X__ Officer (give title below) ____ Other (specify below) **SVP and Corporate Controller** 6. Individual or Joint/Group Filing (Check Applicable Line) _X_ Form filed by One Reporting Person ___ Form filed by More than One Reporting Person

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	**11/5/2026**		**M**		**3,038**	**A**	**$0**	**3,038**	**D**	
Common Stock	**11/5/2026**		**F**		**866**	**D**	**$13.83**	**2,172**	**D**	
Common Stock	**11/7/2026**		**M**		**2,418**	**A**	**$0**	**4,590**	**D**	
Common Stock	**11/7/2026**		**F**		**689**	**D**	**$13.87**	**3,901**	**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	(1)	**11/5/2026**		**M**			**3,038** (2)	**11/5/2025**	**11/5/2027**	**Common Stock**	**3,038**	**$0**	**3,038**	**D**	
Restricted Stock Units	(1)	**11/7/2026**		**M**			**2,418** (3)	**11/7/2025**	**11/7/2026**	**Common Stock**	**2,418**	**$0**	**0**	**D**	

Explanation of Responses:

(1) Each restricted stock unit ("RSU") represents a contingent right to receive one share of Organon & Co. common stock.

(2) 9,113 RSUs were granted on November 5, 2024, and one-third vest each year with the final vesting date being November 5, 2027.

(3) 7,252 RSUs were granted November 7, 2023, and one-third vest each year with the final vesting date being November 7, 2026.

Reporting Owners

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Holzbaur Lynette **C/O ORGANON & CO.** **30 HUDSON STREET, FLOOR 33**				

JERSEY CITY **NEW JERSEY** **07302** **UNITED STATES**			**SVP and Corporate Controller**	

Signatures

/s/ Tarnetta V. Jones, Attorney-in-Fact for Lynette Holzbaur	**11/10/2026**
[**]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).