

Global Tax Strategy

Overview

Organon is a global healthcare company formed to focus on improving the health of women throughout their lives. Organon has a portfolio of more than 60 medicines and products across a range of therapeutic areas. Led by the women's health portfolio coupled with an expanding biosimilars business and stable franchise of established medicines, Organon's products produce strong cash flows that will support investments in innovation and future growth opportunities in women's health. In addition, Organon is pursuing opportunities to collaborate with biopharmaceutical innovators looking to commercialize their products by leveraging its scale and presence in fast growing international markets.

Organon has a global footprint with significant scale and geographic reach, world-class commercial capabilities, and approximately 10,000 employees with headquarters located in Jersey City, New Jersey.

At Organon, our Code of Conduct is more than just words on a page. It defines our ways of working. We are committed to earning and keeping the trust of our patients, our customers, our investors, our partners, and our communities around the world. Our Code of Conduct helps us earn that trust: we act honestly, we practice transparency, and we are committed to the highest ethical standards in everything we do.

In line with our corporate and social responsibilities, we recognize our role as a responsible taxpayer to pay our full share of taxes, including corporate income taxes. We also recognize that our contribution is much more than the corporate income tax we pay. We pay a significant amount of taxes to national and local governments in the form of employment taxes, value added taxes, sales taxes, excise taxes, property taxes, and customs duties. We also collect numerous taxes paid by our employees. We pay all taxes due in full and on time in the jurisdictions in which we operate. The way we conduct business, including the economic impact from the taxes we pay, also reflects our commitment to striving to reach those in need with our products and helping to build robust, durable health systems worldwide through partnership, investment and innovation.

This document outlines Organon's global approach to taxation with respect to:

- Tax governance, risk management and compliance
- Level of acceptable tax risk
- Tax planning
- Engagement with Tax Authorities

¹ This document complies with the obligations of our UK group companies, listed in Schedule 1, to publish their company tax strategies in compliance with their duties under paragraphs 19 and 22 (as applicable) of Section 19 UK Finance Act 2016.

Tax Governance, Risk Management and Compliance

We are committed to complying with all applicable tax laws, regulations and related disclosure requirements in every jurisdiction where we operate. Our tax professionals around the globe are committed to the highest compliance standards and are well educated in relevant tax laws and regulations. Compliance for us means paying the right amount of tax in accordance with applicable tax laws and regulations at the appropriate time, while disclosing all relevant facts and circumstances to the applicable tax authority.

Our parent company holds ultimate responsibility for the tax affairs of the total company, and our Chief Financial Officer is ultimately responsible for the company's overall tax position. The day-to-day management of tax is performed by the company's global corporate tax department, which is led by the Senior Vice President of Tax. Effective oversight of the tax function is maintained by at least an annual tax presentation to the Audit Committee of the company Board of Directors and regular meetings with the Chief Financial Officer, Treasury, and other executive leaders to discuss emerging tax matters.

We maintain robust internal controls related to tax processes in accordance with accounting and reporting principles, and we invest in new technology to continuously improve our financial systems. Management testing of controls is performed by the internal audit group.

Level of acceptable tax risk

We see compliance with tax legislation as key to managing our tax risk. We strive for full compliance and are continuously improving our processes, which are based on standardization, simplification and automation. While we strive to be compliant with all applicable tax laws and regulations, there is an element of tax risk and uncertainty given the ever-changing international tax environment. This uncertainty and complexity of current international tax law is managed by an in-house tax department staffed by qualified, experienced tax professionals. In addition, we regularly seek advice from independent external tax advisors to minimize our tax risk.

Our approach to tax planning

We comply with tax rules and regulations on a worldwide basis and only engage in tax planning that is aligned with our commercial business activities and reputation. We are committed to the arm's length standard in transfer pricing and OECD guidelines for international tax matters. We have a zero-tolerance approach to tax evasion and the facilitation of tax evasion. Where uncertainty exists and, when appropriate, we seek clarification from our external advisors and/or governmental authorities. This can take the form of tax rulings or advance pricing agreements from governmental authorities.

We monitor proposals and changes to tax incentives and regulations in the countries in which we operate in order to assess their impact on our business, and we actively participate

in industry groups interacting with government representatives to support the development of effective tax systems that encourage innovation and growth. We utilize available tax incentives and opportunities, such as Research and Development tax reliefs, in the spirit in which they were intended.

Our engagement with Tax Authorities

We are committed to acting with integrity and transparency with all tax authorities. We seek to have a professional and constructive relationship with all tax authorities. We file timely and accurate tax returns, and we respond openly and promptly to any questions that may be raised in relation to our tax returns. Like any multinational company, our tax returns are continuously under audit around the world. In the event a tax authority disagrees with our views on the appropriate tax treatment of a given item, we will work constructively to try to resolve the issue in a timely manner through appropriate methods of dispute resolution. However, given the complex nature of international tax law, we may not always reach agreement with a tax authority on all tax matters.

**December 1, 2022
for year ended 31 December 2022**

Schedule 1

Organon entities

Organon Pharma (UK) Limited
Dashtag (UK)