



Global Tax Strategy

Overview

Organon (NYSE: OGN) is a global healthcare company with a mission to deliver impactful medicines and solutions for a healthier every day. With a portfolio of over 70 products across Women's Health and General Medicines, which includes biosimilars, Organon focuses on addressing health needs that uniquely, disproportionately or differently affect women, while expanding access to essential treatments in over 140 markets.

Headquartered in Jersey City, New Jersey, Organon is committed to advancing access, affordability, and innovation in healthcare. Learn more at <http://www.organon.com> and follow us on [LinkedIn](#), [Instagram](#), [X](#), [YouTube](#), [TikTok](#) and [Facebook](#).

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.

We recognize our role as a responsible corporate citizen to pay our fair share of taxes, including corporate income taxes, employment taxes, value added taxes, sales taxes, excise taxes, property taxes and customs duties. We also collect numerous taxes paid by our employees. The way we conduct business, including the economic impact from the taxes we pay, reflects our commitment to striving to reach those in need with our medicines and devices and helping to build robust, durable health systems worldwide through partnership, investment and innovation.

This document¹ 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 (CFO) is ultimately responsible for our overall tax position. The way we conduct business, including the economic impact from the taxes we pay, reflects our commitment to striving to reach those in need with our medicines and devices, and helping to build robust, durable health systems worldwide through partnership, investment and innovation. Day-to-day tax management is performed by our global corporate tax department, which supplements its own subject matter expertise with advice from third-party subject matter experts. Effective oversight of the tax function is maintained by tax presentations to the Audit Committee of our Board and regular meetings with the CFO and other executive leaders to discuss emerging tax matters. The integrity of our internal controls around tax accounting and tax regulatory filings is assured by our internal audit staff and our external auditor.

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 seek to comply with tax requirements in every jurisdiction in which we operate and only engage in tax planning that is aligned with our commercial business activities and reputation. We use 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 or governmental authorities. This may 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 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.

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 with 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 try to resolve the issue in a timely manner through appropriate methods of dispute resolution. We seek prompt resolution of actual or potential tax-related disagreements through proactive dialogue with tax authorities or formal processes as needed. We strive to reach reasonable resolutions wherever possible.

**June 15, 2026
for the year ended December 31, 2025**

Schedule 1

Organon entities

Organon Pharma (UK) Limited
Dashtag (UK)
Dermavant Sciences Limited
Dermavant Holdings Limited